

FINANCIAL TIMES



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Tracking down the billions
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Weekend
The next path of general

World Business Newspaper <http://www.ft.com> FRIDAY SEPTEMBER 13 1996

Gillette acquires Duracell in \$7bn all-stock deal

Razor company Gillette is carving a slice of the consumer batteries market with the \$7bn takeover of Duracell International. The all-stock deal follows a fall in Duracell's stock in recent months. Kohlberg Kravis & Roberts owns about 34 per cent of Duracell shares, which jumped 8% to \$58.40 on news of the deal. Page 15; Lex, Page 14; Wall Street, Page 34

US wage squeeze 'will go on' Most US workers will continue to experience falling real wages for the next 15 years as wage inequality grows, a report from the US government's Competitiveness Policy Council predicts. Page 6

Diesel engines merger The engine building operations of Finland's Metra and Finland's Navil Italiana, the state-owned Italian shipyard, are merging to form the world's biggest maker of high-power diesel engines for shipbuilding and electricity. Page 15

Backing for Time Warner deal Time Warner won the Federal Trade Commission's initial approval for its \$7.5bn acquisition of rival media group Turner Broadcasting. Page 17

French hopes for Poland French president Jacques Chirac voiced hopes that Poland will join the European Union by 2000. He also supported Poland's desire for swift entry to the Nato defence alliance. Page 3

Banque National de Paris improved first-half net profits by nearly 80 per cent to FF1.7bn (\$330m), thanks to higher revenues and lower provisions. Page 15

Irish president jeered A group of Protestant loyalists jeered Irish president Mary Robinson as she visited a women's centre on a one-day visit to Northern Ireland. The province has been tense since the IRA ended a 17-month ceasefire in February.

China tightens controls Dozens of web sites for Chinese internet users have been closed as Beijing tries to curb views unsympathetic to the Communist party. Page 5

Hurricane kills 22 Hurricane Hortense headed north-west through the Atlantic, leaving at least 22 people dead and extensive damage in the Dominican Republic and Puerto Rico. The storm, with 115mph winds, is expected to miss the east coast of the US.

Bumper harvest Britain's cereals harvest is set to be the biggest for many years, but a wheat surplus in the UK and Europe is likely to put pressure on prices. Page 5; Commodities, Page 24

Car sales surge West European new car sales surged by 18.3 per cent in July year on year, and by 5.3 per cent in August, with total west European registrations up 8.3 per cent in the first eight months. Page 2

Oasis pulls out British rock band Oasis cut short its US tour amid reports that the group is splitting up. After a row with his brother Liam, songwriter and lead guitarist Noel Gallagher flew home.

Machines to take over Intelligent machines will have almost total control of people's lives by early in the next century, international scientists heard at a gathering in Britain. "The danger is that once we have machines that can reason without emotion, they can outstrip us," Prof Roland Burns told them. Page 14

Taiwan fishermen burn Japanese flag

European Union planning sanctions to enforce budgetary discipline Deal close on Emu stability

By Lionel Barber and Quentin Peel in Brussels

The European Union is heading for agreement this month on a plan to enforce sanctions against countries running excessive deficits after joining the European single currency.

Finance ministers and central bankers are also "very close" to agreement on a remodelled exchange rate mechanism to manage currency relations between countries inside and outside the Union, Mr Yves-Thibault de Silguy, EU monetary affairs commissioner, said yesterday.

Agreement on budgetary and currency discipline is considered vital to convincing financial markets that Euro-

pean economic and monetary union remains on track for the planned launch on January 1 1999.

Mr de Silguy said the single currency "will happen" on schedule. He issued a strong warning to critics, including those in France, who favour a delay.

"If the 1999 timetable slips, there would be grave consequences. Countries would relax their efforts on budgetary discipline, interest rates would go up and the D-Mark would soar," he said. A delay in Emu would also complicate the EU's commitment to enlarge to central and eastern Europe.

The outline deal on a "stability pact" to enforce budgetary discipline among Emu participants appears to meet most German demands for sanctions against countries running excessive deficits.

The deal is expected to be reached among EU finance ministers and central bank governors in Dublin next Friday. It follows better-than-expected progress at a meeting of the EU's monetary committee this week in Brussels.

Under the proposed deal, countries running a deficit in excess of Maastricht's target of 3 per cent of gross domestic product would have to produce a credible plan for correcting the imbalance within nine to 12 months.

Without corrective action, fiscal delinquents would face sanctions, first in the form of an interest-bearing deposit,

and later fines.

The European Commission has floated the idea of a fixed fine of 0.2 per cent of GDP for breaching the 3 per cent target, followed by 0.1 per cent increases for every further 1 per cent. The overall ceiling for fines could be 0.5 per cent, Mr de Silguy said.

Several points remain open for discussion and may still run into difficulties with Mr Theo Waigel, the tough-minded German finance minister.

Germany wants to impose penalties on a timetable shorter than nine months. But Mr de Silguy said other EU members wanted to give national parliaments more time to take measures such as cutting public spending or raising taxes. The Maastricht treaty allows the excessive deficit sanctions to be waived in "exceptional and temporary" circumstances. Germany wants a restrictive definition of this escape clause.

Membership of the remodelled ERM is voluntary, but France is still pressing hard for all EU members, notably Britain, to commit to joining. The width of the ERM's fluctuation bands for member currencies remains unsettled and may be left unaltered to wrong-foot speculators.

Countries in the ERM will be required to produce written commitments to curb inflation and fiscal excess as a price of support from the future European Central Bank.

German austerity package suffers setback

By Peter Norman in Bonn

The German government's controversial austerity package was yesterday voted down by the opposition-dominated upper house as the Bundesbank warned that it would have to be passed in full for Germany to meet the Maastricht criteria for economic and monetary union next year.

Chancellor Helmut Kohl's coalition government will today seek to reinstate key measures to curb sick pay, raise the retirement age for women, relax protection for workers against dismissal in small companies and limit entitlements to healthcare, through votes in the Bundestag, the lower house.

Those measures do not require final approval by the Bundestag, the upper house, and can be made law if the coalition can muster an absolute majority of 397 votes from the 672 Bundestag members.

However, yesterday's vote in the Bundestag, which represents the federal states, meant the loss of some elements of the package. The government will not, for example, be able to cut sick pay for civil servants. Nor will it be able to force state pension funds to sell illiquid property assets to help limit their deficits.

As the first reading of the 1997 federal budget in the Bundestag entered its third day yesterday, coalition politicians said the government would introduce further spending cuts to offset any deficiencies in the austerity programme that arose as it passed through parliament.

Mr Wolfgang Schäuble, the leader of the Christian Democrat and Christian Social MPs in the Bundestag, said further welfare reductions were possible. Mr Theo Waigel, the finance minister, warned on Tuesday that unemployment assistance could be a target for more cuts.

Mr Günther Rexrodt, the economics minister, yesterday made clear that he wanted reduced subsidies for the coal

Bae bid for Bremer Vulkan radar unit blocked

By Michael Lindemann, in Bonn

Attempts to form an Anglo-German consortium to bid for STN Atlas, the German defence electronics company, collapsed yesterday after the German defence ministry indicated it wanted the company to go to a domestic buyer.

British Aerospace had been trying to form a consortium with Daimler-Benz Aerospace to buy STN, its high-technology radar, sonar and command and control systems.

STN, one of the few profitable units within the bankrupt Bremer Vulkan engineering group, last year reported net profits of DM33.5m (\$21.97m) on sales of DM1.45bn.

Because STN makes fire control systems for Germany's Leopard tanks and heavy-weight torpedoes, the German defence ministry has argued that the group should be sold to a consortium of German companies believed to include defence contractors like Rheinmetall, Diehl, Wegmann and the Howaldtswerke shipyard.

However, the defence ministry's intervention has caused concern among executives that the Bremer Vulkan receiver, Mr Jobst Wellensiek, may now bow to political pressure instead of getting as much money as possible for STN and fulfilling his legal duty to Bremer Vulkan's creditors.

They admit that STN is in a sensitive position because the German defence ministry is the company's main client but warned that comments by Mr Gunnar Simon, a state secretary in the defence ministry, about a "German only" solution indicated a potential conflict for Mr Wellensiek.

Other executives hinted that the European Commission, which is likely to have lost about DM700m through Bremer Vulkan's bankruptcy, may also prefer a wider solution which helps consolidate the European defence industry.

Up to 15 international defence contractors, including Lockheed of the US and the French group Thomson, are likely to submit non-binding bids for STN by the deadline on September 15.

Bae said it would now bid alone. Once initial bids had been reviewed there was still the possibility of creating a consortium, a Bae executive said.

Executives close to the sale said the failure to go along



Xerox \$2.7bn deal to sell insurance holdings collapses

By John Authers in New York

Xerox, the office equipment manufacturer, received a cool reception on Wall Street yesterday after announcing that its ambitious plan to sell its remaining insurance holdings to a leveraged buy-out consortium had fallen through.

Negotiations with Kohlberg Kravis Roberts, the corporate financier that was co-ordinating the buy-out, finally broke down on Wednesday night, eight months after the two companies had announced agreement for the disposal of Telegen Holdings and The Resolution Group, which include property and casualty insurance units, for \$2.7bn.

Xerox's shares fell by 2% to \$52.40 yesterday on the news, which was followed by downgradings from some investment analysts.

An official statement from Xerox skirted precise reasons for the deal's collapse. "Both parties worked hard and diligently to complete the transactions as originally envisioned," it said. "When it became clear that this could not be accomplished consistent with all the prevailing considerations of both parties, Xerox and Kohlberg Kravis decided it was best to terminate transactions."

It appeared yesterday that the issue of insurance reserves had been an obstacle to finalising an agreement, although Xerox denied that reserves were inadequate.

Mr Paul Allaire, Xerox's chief executive, admitted he was "disappointed" that the negotiations had not led to his aim of "a timely exit from financial services". But he was confident that the companies could eventually be disposed of, with shareholders ultimately receiving the same value that was available under the planned Kohlberg Kravis deal.

The company has already started looking for another buyer, or buyers. However, it said yesterday it planned to sell each of the five units separately and it was confident it could achieve a similar price to that which had been offered in the Kohlberg Kravis discussions.

Xerox said there would be no additional charges on its accounts relating to the sale following a \$1.5bn disposal charge in its final-quarter accounts last year. This consisted of a \$976m after-tax loss on the sale and an addition to Telegen's reserves of \$252m. This addition had been part of the sale agreement with Kohlberg Kravis.

Standard & Poor's, the credit-rating agency, affirmed its debt ratings for the company. About \$12bn of debt is outstanding, but the agency said its affirmation reflected "continued strong performance" in Xerox's document processing business. The agency assumed the company would make the disposals eventually, although this might take up to 24 months. Xerox said yesterday that it hoped to complete the sale within 12 months.

The disposals were to have signalled the end of Xerox's unsuccessful diversification into financial services, which began in the early 1980s.

KKR makes amends, Page 17

Stealth warplanes poised for threatened strike against Iraq

Ground crew ready one of eight F-117A "stealth" fighter aircraft sent by the US to Kuwait to back up threats of further retaliation after Iraqi troops fired missiles and artillery on Wednesday at US and allied warplanes over northern and southern Iraq. A further two B-52 bombers were being moved to the area, in addition to two dispatched on Wednesday. It remained unclear yesterday when any new strike might come, and what facilities would be targeted. Report, Page 8 Photos AP



Taiwanese fishermen burned Japanese flags and hurled rotten fish at Japan's Taipei visa office in protest at Tokyo's expulsion of Taiwan fishing boats from disputed island islands in the East China Sea. In Beijing, a group of Hong Kong legislators presented a petition urging China to guard the islands, which are claimed by China, Japan and Taiwan.

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STOCK MARKET INDICES	
New York: Dow Jones Ind. Av.	5794.14 (+32.22)
NASDAQ Composite	1193.08 (+8.11)
Europe and Far East	
CAC 40	3088.37 (+27.31)
DAX	2670.32 (+3.22)
FT-SE 100	3822.6 (+27.0)
Nikkei	30,443.93 (+127.11)

US DOLLAR	
New York: D-Mark	1.3946
DM	1.3935
FF	1.3228
SFr	1.2375
Yen	110.285

OTHER RATES	
UK 3-mo Treasury	5.75%
US 10 yr Govt	7.75%
France 10 yr Govt	6.72%
Japan 10 yr Govt	7.00%

MONTHLY OIL (Average)	
Brent Blend	22.31% (23.25)

GOLD	
New York: Ounce	336.53 (\$38.5)
London: Ounce	336.25 (\$38.5)

DOLLAR	
New York: D-Mark	1.3946
DM	1.3935
FF	1.3228
SFr	1.2375
Yen	110.285

STERLING	
New York: Pound	1.5547
DM	1.5172
FF	1.5153
SFr	1.2380
Yen	108.98

YEN	
New York: Yen	110.285
DM	1.2380
FF	1.2380
SFr	1.2380
Yen	110.285

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NEWS: EUROPE

EUROPEAN NEWS DIGEST

Bonn and EU resort to court

The German government and the European Commission have decided to start legal proceedings against each other in the European Court of Justice to resolve the dispute over aid granted by the state of Saxony to Volkswagen, the carmaker.

EU card spending may triple

Plastic card spending could triple in Europe over the next three to five years, the Visa international payments organisation predicts.

Strike hits Air France Europe

A pilots' strike forced Air France Europe, part of the state-owned Air France group, to cancel about 40 per cent of its flights yesterday, the airline said.

Emu 'boosts insolvencies'

Europe's efforts to achieve a common currency by 1999 are boosting corporate insolvencies as governments brake spending, Dun & Bradstreet Schimmelberg business information agency said yesterday.

Italy approves phone bill

The Italian cabinet yesterday approved a bill setting out tender details for Italy's third mobile phone operating licence. It will now have to be ratified by parliament.

ECONOMIC WATCH

Spanish jobless down 1.2%

The number of jobless registered at Spain's employment offices fell in August by 27,006, 1.2 per cent month-on-month, to 2,143,783, a total representing 13.5 per cent of the working population, the lowest percentage of registered unemployed since 1982.

GIVE US A STAPLE. And don't forget to add your cheque to fund more Macmillan Nurses to help 1,000,000 people living with cancer. (1 in 3 of us will get cancer)

EUROPEAN CAR INDUSTRY

Incentives are a hard habit to kick

By Heig Simonian, Motor Industry Correspondent

European car sales have grown more strongly than expected this year, encouraging the continent's largest manufacturing industry and governments which see the motor sector as a bellwether of economic well-being.



Then scrapped. To sweeten the deal, government hand-outs have usually been matched by manufacturers, meaning rebates can reach up to 25 per cent of the price of a small car.

models in the compact car class, which has been most stimulated by the schemes, than the French.

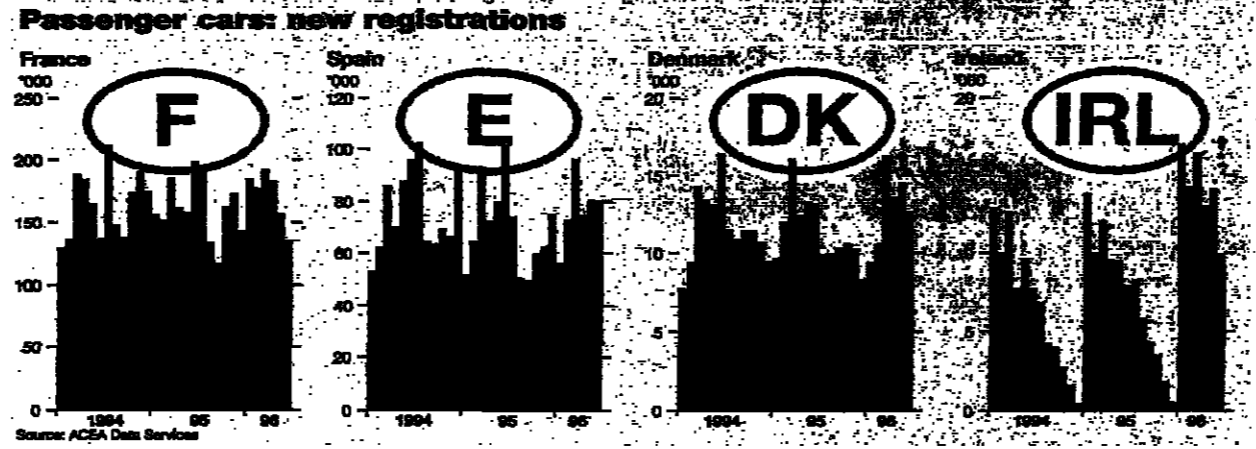
Summer sales of new European cars surge

By Heig Simonian

Sales of new cars in western Europe grew more than expected in July and August, with a 16.2 per cent surge in July year on year, followed by a 5.2 per cent increase in August.

that registrations would only climb by between 2-3 per cent. The July and August figures, released together for the first time by the European Automobile Manufacturers' Association because of torpid data collection in some European countries during the summer, suggest the market is being driven more by special incentives than strong economic fundamentals.

August year on year. That took the increase in registrations to 7.4 per cent for the first eight months. However, German demand has been driven by manufacturers' incentive schemes. It may also have been boosted by the swingeing road tax increases from January 1997 for older cars without catalytic converters.



FRANCE Fears of a sharp downturn

France's latest incentive scheme, offering buyers of new cars a bonus of FF75,000 (€888) to FF77,000 for trading in a vehicle at least eight years old, is scheduled to end on September 30.

SPAIN Boost for foreign industry

Government cash incentives for Spanish vehicle purchases in 1994-95 played a big role in helping the country's foreign-owned motor industry out of a domestic sales slump.

DENMARK Kickstart for the economy

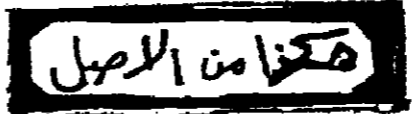
The Danish car-scrapping bonus was introduced on January 1 1994 and ran for 18 months. Some 137,000 cars, about 8.5 per cent of the total, were scrapped at a cost to the exchequer of about DKr7.8m (€1.36m).

Table: West European new car registrations January-August 1996. Columns: Country, Registrations, Change, Share (%), Share (%) Jan-Aug 95.

Table: West European new car registrations January-July 1996. Columns: Country, Registrations, Change, Share (%), Share (%) Jan-Jul 95.

David Owen David White Hilary Barnes John Murray Brown

Vertical text on the right edge of the page, including 'Veltis', 'field c', 'of A-a', 'Brussels', 'delive pe', 'of compet', 'Warning'



مخازن الصل

Top officials ponder who is in charge during operation

Yeltsin may yield control of N-arsenal

By Chrystia Frelund in Moscow

Russian President Boris Yeltsin may temporarily give up control over his country's nuclear arsenal during a coming heart operation, his spokesman said yesterday.

But the president's aide did not specify which government official would be trusted with the Kremlin's strategic "nuclear button", an omission which could be a calculated effort to sow dissension among the president's would-be successors.

"The president of the country is considering various proposals for one of the high officials of state to carry out temporarily the duties of the president of the Russian Federation - or whether this is necessary at all," Mr Sergei Yastzhebnsky, the spokesman, said.

According to the Russian constitution, Mr Viktor Chernomyrdin, the prime minister, takes over if the president becomes permanently incapacitated or dies; but the law does not specify to whom power devolves if the Kremlin leader becomes temporarily unfit to rule.

The announcement came as new, but conflicting, details of the president's operation were announced. Russia's NTV television network reported that doctors would set a date for heart bypass surgery at a meeting to be held on September 27-29. NTV said a US cardiologist might be invited to participate in the operation.

But the Russian news agency Interfax said there was still no clear schedule for planning Mr Yeltsin's surgery and speculated that a German doctor might be asked to assist.

Ahead of the operation, Mr Yeltsin has already parcelled out much of his authority among the three strongmen of his administration: the premier, Mr Anatoly Chubais, the Kremlin chief of staff, and Mr Alexander Lebed, the headline-grabbing security chief.

Mr Yeltsin's publicly acknowledged health problems, following more than two months of unexplained seclusion, are believed to have set off a fierce power struggle among this troika. His weak heart has also become a target for the Communists, who have thrown themselves back into more active politics following their depressing defeat in the presidential race.

Mr Gennady Zyuganov, the Communist leader who failed to unseat Mr Yeltsin this summer, yesterday aggressively demanded that the president formally hand over all of his authority during his operation and convalescence. He also attacked the Russian leader for giving life to "malicious gossip" by failing to transfer his powers clearly.

Against this backdrop of Moscow political infighting, the peace process in Chechnya hit a few new snags yesterday.

General Vyacheslav Tikhomirov, the commander of Russian forces in the separatist region, suspended the pull-out of his troops, citing a dispute with Chechen fighters over the exchange of prisoners of war.

But Mr Lebed, whose popularity has soared on the strength of the Chechen ceasefire he negotiated last month, said the commander had been "a little hot-headed" and promised to iron out the difficulties.

Izetbegovic's voice is Sarajevo's loudest

The multi-ethnic message is little heard as Bosnia election approaches, writes Laura Silber

Sarajevo has come to a halt, paralysed by honking cars and chanting supporters waving the green-and-white flag of Bosnia's ruling Moslem party. Patriotic songs blare from loudspeakers. The message is: vote for the Party of Democratic Action, the SDA, of Bosnian President Alija Izetbegovic in the election tomorrow.

The NATO-led peace force and local police have stepped up their presence throughout Sarajevo. Armoured personnel carriers rumble through the city. International observers and visiting politicians have booked all the rooms in the Bosnian capital's shell-scattered hotels to witness the poll, which is being supervised by the Organisation for Security and Co-operation in Europe.

A rally on Tuesday for the opposition United List - the five-party, left-of-centre coalition which, along with Mr Haris Silajdzic, the former Bosnian prime minister, is campaigning for a non-sectarian Bosnia - paled in comparison to the SDA spectacle. The opposition parties are expected to win most of their support among voters in Sarajevo and Bosnia's second city Tuzla, where vestiges of a tolerant ethos survived the war even if much of the non-Moslem population has left.

But victory will almost certainly go to Mr Izetbegovic. During the war, the Bosnian president implored the outside world to intervene to halt attempts to par-

ty the republic and preserve it as a unified multi-ethnic state within its internationally recognised frontiers.

His critics say, however, that since the signing of the Dayton peace agreement last December, Mr Izetbegovic and the SDA have done little to promote multi-ethnicity. Instead, they say, the SDA

has used the interval of peace to cement its grip on power.

While Bosnian government control over the police and press is far less restrictive than in Serb and Croat-held areas, it has given the SDA a huge advantage over the opposition in the election campaign.

Recently international

election officials fined the Moslem party when its initials were painted - after a police curfew - in huge white block letters on a number of roads across the Moslem-Croat Federation.

And critics say the SDA "hijacked" the Bosnian army for the elections - including fielding war hero officers as candidates.

The stakes in tomorrow's poll are higher for the SDA than its Serb or Croat counterparts. With the Dayton accord, the Bosnian president signed away his claim to be the sole leader of a unified Bosnia. If he wins, Mr Izetbegovic will be a member of a rotating tripartite presidency with a Serb and a Croat.

Boostered by fears that a vote for the opposition could weaken the Moslems as a group, the SDA also seems likely to capture a majority in the Federation parliamentary election. "The Serbs and Croats have their own parties. We have to vote for the SDA, otherwise we'll be divided," said Amar, a Sarajevo student.

During the war hundreds of thousands of Moslems either fled or were expelled or killed and traces of their centuries-long presence destroyed, first by the Serbs, and then by the Croats. The quest for statehood by necessity became part of the Moslem - now called *Bosniak* - identity.

Critics, in particular Serb and Croat nationalists, accuse the SDA of Islamic fundamentalism. But their defenders say that while Mr Izetbegovic is a devout Moslem, it is more an issue of Moslem nationalism fed by the war and the tremendous losses suffered.

Within the SDA, there are calls for the establishment of a separate Moslem state, even at the expense of, at least temporarily, forsaking claims on the whole of Bosnia.

These voices are likely to grow louder if the crucial post-election period of building joint governing institutions between the Federation with Republika Srpska, the Bosnian Serb entity, goes awry and, as many observers expect, paralysis sets in.



Supporters of the Moslem nationalist Party of Democratic Action drive through Sarajevo yesterday

Editorial comment, Page 13

Chirac wants 'sister Poland' in EU by 2000

By Christopher Bobinski in Warsaw and David Owen in Paris

President Jacques Chirac yesterday won applause from both houses of the Polish parliament by pledging French support for the entry of what he called "our sister country in the east" into the European Union by the year 2000, and the start of Nato entry negotiations next year.

engage the process, in an irreversible way, of Poland's joining Nato. I hope this negotiation is rapidly concluded," he said.

Mr Chirac's comments appeared to bring France more closely into line with Germany on the issue of EU enlargement. Chancellor Helmut Kohl first set the goal of Poland joining the EU by 2000 during his visit to Warsaw in July last year. The German chancellor

spoke for 20 minutes by telephone with Polish President Aleksander Kwasniewski, just before Mr Chirac addressed parliament. The talk centred on a meeting in Warsaw early next year of the "Weimar triangle", the term given to regular meetings of German, French and Polish leaders and underlined the close links between the two most powerful EU members and the most populous aspirant in the east.

Mr Chirac acknowledged that the EU's rolling inter-governmental Conference would have to be completed before enlargement could take place. But he said: "In this perspective, I propose that a European conference gather the 15 EU members and all candidate countries" as a forum for political and economic consultations.

In similar vein, he proposed Poland and other candidates for Nato membership be represented at the alliance's next summit next year. He said: "Our duty, our self-interest, our friendship command us to help you to join us in the next few years. Poland will be France's natural partner, its sister in the east."

Brussels remains less optimistic on the timetable for the EU's eastern enlargement. The formal EU position is that negotiations with central and east European countries should start six months after the end of the intergovernmental conference. Mr Hans van den Broek, EU external affairs commissioner, has repeatedly said that 2002 is, in his view, the earliest feasible date for entry.

Brussels seeks to devolve policing of competition

By Neil Buckley in Brussels

The European Commission has launched a consultation process on plans to "decentralise" policing of some abuses of competition rules, including cartels and price-fixing cases, to national competition authorities.

In the EU's Official Journal yesterday, the Commission called for comments from member states on the proposals, which it expects to include in a draft paper towards the end of the year.

It says creation of the single European market and enlargement of the EU make it inevitable that national authorities should pay a more active role in enforcing articles 85 and 86 of the Treaty of Rome, which relate to anti-competitive practices such as cartels and abuses of dominant positions.

The Commission wants member states' competition and judicial authorities to make more use of existing powers to handle such cases, granted in 1993. The planned new paper would more clearly define each side's responsibilities, but would not change the 1993 rules, officials said.

It proposes that member states should deal with cartels - when they are not el-

gible for exemption from EU competition rules - as well as abuse of dominant market positions, when the effects are felt mainly within one country.

That would allow the Commission to concentrate on cases with a "truly European dimension", and enforce competition rules more effectively. The staff of Mr Karel Van Miert, competition commissioner, would retain the right to handle cases with particular political, economic or legal significance for the EU.

It would also maintain the exclusive right to grant exemptions from the usual cartel rules.

Such an arrangement would help ease the workload of Mr Van Miert's staff, who had to deal with a 30 per cent increase in the number of cases last year from 1,051 to 1,472, resulting partly from entry of three new members, Finland, Sweden and Austria, into the EU.

Mr Van Miert has made repeated pleas for increased staff, and sternly defended the Commission's right to deal with competition cases against German proposals for part of the job to be handed to an independent agency.

French call for safeguards over sports on TV

By Andrew Jack in Paris

The head of France's audio-visual regulator yesterday called for safeguards to ensure that leading sporting events are not monopolised by pay-TV channels.

Mr Hervé Bourges, chairman of the conseil supérieur de l'audiovisuel (CSA), hinted that legislation should ensure that the largest number of viewers still have access to soccer and other sports events.

His comments, at the launch of the CSA's annual report for 1995, come at a time when the French government is preparing a new audio-visual law to be circulated in the autumn, in which his organisation's opinion will be important.

Mr Bourges expressed concern at the situation in the UK, where he said "under pressure from BSkyB", important sporting events could no longer be seen on terrestrial channels.

He said there was a need for "vigilance" to ensure that the rapid growth of satellite and digital television services elsewhere in Europe did not lead to exclusive control by such broadcasters over popular sporting events.

He cited the Olympic

Games, the Tour de France, the Five Nations rugby championship, and the European and world football cup as among those events the CSA intended to safeguard.

There is already tension in France over the exclusive rights for transmission of live top-division soccer games, which have been assigned to Canal Plus, the pay-TV channel. This has provoked a confrontation with Mr Patrick Le Lay, chairman of the rival TF1, who is hoping to broadcast live soccer games on his own rival pay-TV satellite service due to be launched at the end of the year.

Mr Bourges said that in the last year the CSA had attempted to define more tightly broadcasters' editorial responsibilities to provide editorial and high-quality programmes.

He ruled out the need for legislation to enforce codes of conduct, but stressed that violations of the tighter new contracts recently agreed with two of France's leading television broadcasters would be enforced by sanctions.

Similar good-conduct codes would in the future also be applied to the publicly owned channels.

Warning on Deutsche Telekom

By Michael Lindemann in Bonn

Mr Wolfgang Böttsch, Germany's minister for post and telecoms, yesterday warned that the German parliament's delay in approving a directive on telecom liberalisation would disrupt the privatisation of Deutsche Telekom, Europe's largest telecoms operator, whose initial public offering of shares is only weeks away.

Mr Böttsch said the decision by the Bundesrat, the upper house of parliament, to delay approval of the directive could unstick a deal reached with the US Federal Communications Commission for the approval of Global One, Deutsche Telekom's international telecom alliance.

The minister said the Bundesrat's delay was "absolutely incomprehensible" and warned that unless the directive was dealt with, as planned, in a Bundesrat session on September 27,

parts of the prospectus for Deutsche Telekom's IPO would be incomplete. The Bundesrat has said the directive can be approved on October 18.

Ministry officials said that bankers handling the IPO were "horrified" to learn of the delays at this late stage of the process. The IPO is Germany's biggest ever and has attracted considerable international interest.

The directive specifies how private operators such as RWE and Mannesmann can connect their networks to those operated by Deutsche Telekom - one of the most important questions about a liberalised telecoms market which have not yet been resolved.

Germany's private operators, grouped together in an association called VTM, welcomed the delay, saying it would give them more time to put their case on the flawed directive. "The more precisely the directive is formulated the better it will be for us

in our negotiations with Deutsche Telekom," RWE said.

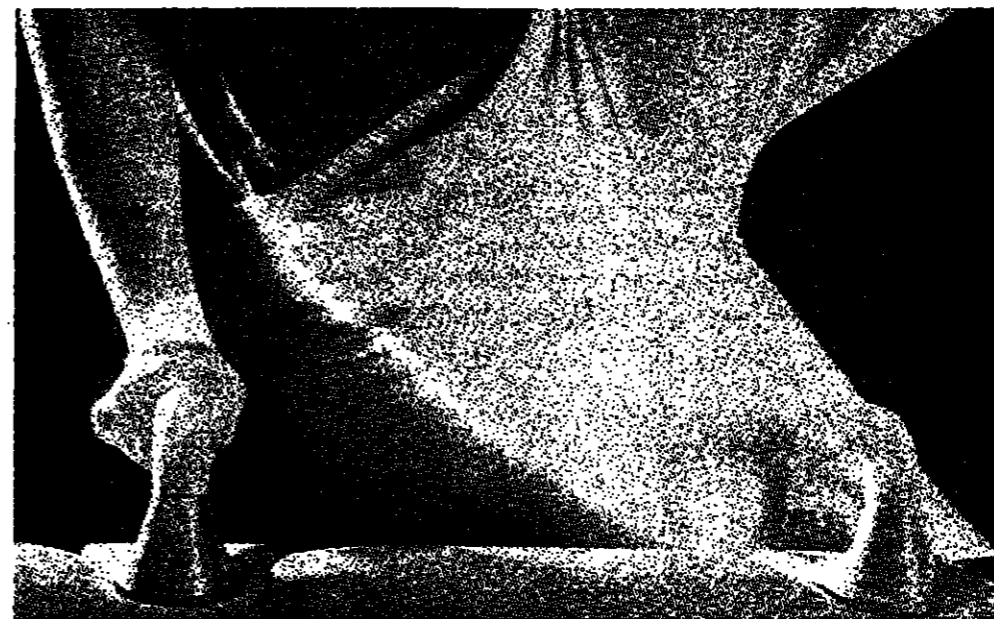
Mr Böttsch's concerns about the delay have been heightened by the fact that five big US telecoms operators, including AT&T and WorldCom, have approached the Federal Communications Commission, the US telecoms watchdog agency, and complained that the German telecoms market is not being liberalised quickly enough.

If the FCC takes up the operators' complaints it may cast doubt on the status of Global One, the three-way international telecoms alliance between Deutsche Telekom, France Telecom and the US operator Sprint.

The FCC gave Global One conditional approval last December but insisted that Sprint produce six-monthly reports about the progress of telecoms liberalisation in Germany to ensure that the German market was being opened up to competition.

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TRACKING DOWN THE NAZI GOLD

On the extraordinary trail of Hitler's plunder

In the months after the end of the second world war, the victorious Allies spent a lot of time trying to find out what happened to the gold looted by the Nazis across occupied Europe during the years of conflict.

for restitution", according to the British foreign office report on the Nazi gold issue released this week.

It is clear that this so-called monetary gold accounted for the lion's share of that looted by Nazi Germany to finance its war effort. It therefore also formed the bulk of the gold to be returned once some of

den by the German Reichsbank was recovered, mainly by the American forces. "It must be assumed that the other \$285m had passed into the bank vaults of neutral Europe. Evidence clearly points to Switzerland as the recipient of the largest amount of looted monetary gold," Mr Smith wrote.

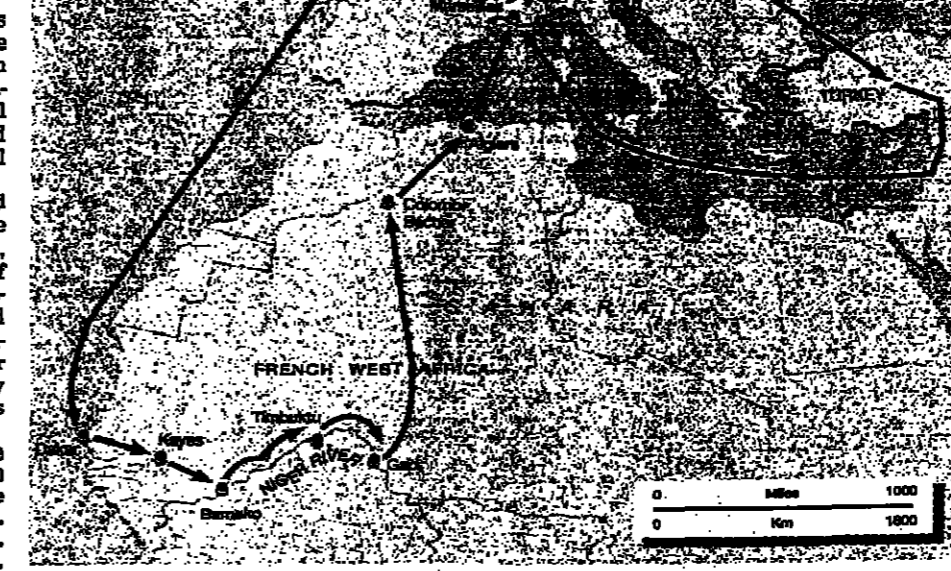
Belgium had managed to remove its gold reserves to imagined safe keeping in France as soon as the German attack began. France then managed, before it surrendered, to transfer the Belgian gold, then worth \$223m, to Dakar in its West African colony.

With the world at war, the return of the 240 tons of Belgian gold to Europe involved a journey of thousands of miles through the West African interior and across the Sahara Desert to the Mediterranean coast at Algiers. The gold was moved by train, riverboat, camel and truck, before being flown,

two tons at a time, across the sea to Marseilles. The first shipments began in 1940, but the last of the Belgian gold - 4,854 cases in all - did not reach Berlin and the Reichsbank vaults until May 1942.

In 1946, the Tripartite Gold Commission, set up by the US, the UK and France, negotiated the recovery of \$2250m of gold from Switzerland. That gold formed the start of a pool for restitution payments. Much larger quantities would eventually be found by the Allied forces in Germany and Austria.

Claims for restitution were received in 1947 from 10 countries: Belgium, the Netherlands, Luxembourg, Czechoslovakia, Poland, Austria, Yugoslavia, Italy, Albania and Greece. According to Mr Emrys Davies, secretary-general of the commission, around two-thirds of the value of the claims has been met, with the main payments made in the late 1940s and 1950s.



"Initial" payment to one of the original claimants, Albania, has not taken place. The Albanian claim for 2.6 tons of gold taken first by Italy and then by Germany became bogged down in a long dispute with the UK over an incident in which 44 seamen were killed when two British ships hit mines

off Corfu. Britain held Albania responsible, and it took 48 years for compensation to be agreed. The 1992 settlement enabled Albania to win UK support to unblock the transfer of 1,574kg of gold from the commission's gold pool in the Bank of England. But it has still not happened.

NEW YORK

Dreadful episode near to a close

As far as Mr Elan Steinberg, the executive director of the New York-based World Jewish Congress, is concerned, the story of the Jewish money deposited in Swiss banks to avoid the Nazis "has gone on since the end of the war".

But the crucial event that might bring the story to a conclusion came only a year ago, when Mr Steinberg contacted Mr Alfonso D'Amato, New York's Republican senator. His organisation felt confident that the banks had Jewish assets, but saw no way of proving it.

SWITZERLAND - By William Hall

Nation's feverish exercise in damage limitation

Switzerland is not a country that takes fast decisions. Its slow response to the growing criticism of its wartime record as a safe haven for looted Nazi gold has been misconstrued in some quarters as a failure to take the matter seriously.

It is not helped when senior bankers such as Mr Robert Studer, UBS chairman, dismiss as ridiculous Jewish claims that Swiss banks are still harbouring billions of dollars due to Holocaust victims, claiming that the real amounts are "peanuts".

However, Switzerland's dismissal of recent allegations should not hide the fact that behind the scenes the Swiss are working feverishly on a damage-limitation exercise.

On May 2 last year, the Swiss bankers and the Jewish organisations signed an agreement to set up a committee to investigate the fate of dormant Jewish bank accounts held at Swiss banks. Less than a week later Mr Kaspar Villiger, who was then state president and is now finance minister, reached agreement with the Jewish organisations on draft legislation to waive the country's severe bank secrecy laws to help the inquiry.

Initial arguments centred on the fate of Jewish assets in Swiss banks, and this will be the main task of the committee headed by Mr Paul Volcker, former chairman of the US Federal Reserve,

which contains three people from each side. However, the growing international pressure on Switzerland to face its past has led to a substantial widening of the inquiry in recent weeks, which is reflected in the changes to the draft legislation.

The 1996 European Business Readership Survey is now out. Conducted by Research Services Limited (RSL) and in its 11th edition, EBRS '96 examines the reading habits and business activities of almost 370,000 decision makers in over 50,000 establishments across 17 European countries.

BANK FOR INTERNATIONAL SETTLEMENTS

Enemies who worked together as war raged

There is no doubt that the Bank for International Settlements, a Swiss-based institution, had a substantial role in financial dealings with Germany during the war.

in an effort to understand how its British, American, Japanese and German officials could continue working together in Basel while their respective armies were slaughtering each other on the world's battlefields.

also accuses Mr Jacobson of leaking details of the Allies' advance plans for the post-war financial reconstruction of Europe to the German Reichsbank in Berlin.



Two of the heart of the affair: UBS chairman Robert Studer (left) has claimed that the enormous held in Swiss banks are "peanuts" while Swiss finance minister Kaspar Villiger has a key role in his government's damage limitation exercise

Their heard testimony that showed the issue was still alive. Ms Grata Reek, a Romanian Jew now living in New York, told how her father had said: "Don't worry, you will be provided for. The money was safely deposited in Switzerland."

John Authers

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CLAIMANTS BESSET BY DIFFICULTIES

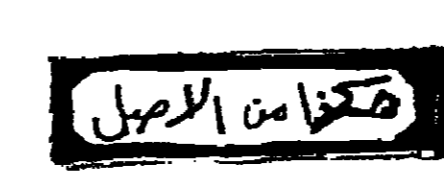
Mrs L, a north Londoner, tells the story of her mother's death, now aged 90, who fled Nazi Germany with her father, leaving her father behind, just before the outbreak of the second world war.

The case is typical of many British individuals who may have a genuine claim to the \$500m of gold shipped to Switzerland from Germany in the years before and during the war.

According to Mr Ernest David, chairman of the Association of Jewish Ex-Bankers, "it was illegal for Jews to carry money to Switzerland."

Estimating the size of potential UK claimants is difficult, representatives of Jewish groups say. About 70,000 Jews from central Europe came to Britain in the years between 1933 and 1939. There are no statistics on how many later settled in Britain after the war.

Beijin, Delhi self-off



Beijing orders clampdown on media

By Tony Walker in Beijing

China appears to be tightening screws on the flow of information across the board in a sign of increasing political sensitivity in Beijing during a difficult transition to a new generation of leaders.

Closure earlier this month of dozens of web sites for Internet users, notably sites carrying Chinese language material, reflects a desire to curb views unsympathetic to the Communist party.

The authorities have also

been enforcing tougher controls on the Chinese press, authors and film makers as part of an apparent attempt to impose stricter orthodoxy.

The latest moves coincide with preparations for a meeting of the Communist party Central Committee which will discuss "spiritual civilisation," a coded phrase for attempts to "purify" Chinese society and develop new guidelines for civil conduct.

The "spiritual civilisation" campaign is widely regarded as an attempt to bolster Mr Jiang Zemin, president of

the republic and party general secretary, who advocates a return to Confucian ethics, or a new oriental authoritarianism as possible substitute for a discredited Communist system.

Western officials attribute the apparent clampdown on the media to a heavier hand by the propaganda apparatus. Mr Ding Guangen, propaganda chief and ally of Mr Jiang, has used the country's public media tirelessly to promote the party leader's interests.

Mr Jiang is seeking to con-

solidate power before a meeting late next year of the Communist party congress. These events, held every five years, carry immense weight. The 15th congress will endorse leaders and policies to carry China beyond the year 2000 and the era of the ailing patriarch, Mr Deng Xiaoping.

Among web sites closed are those in Chinese language espousing the dissident cause. Internet addresses of Hong Kong and Taiwan newspapers have also been blocked, along

with web sites of Amnesty International and the New York-based Human Rights in China and Human Rights Watch/Asia - constant thorns in Beijing's side.

China's propaganda chiefs have also taken aim at local publications which have dared to rock the boat. It emerged this week that Economic Work Monthly, a publication based in southwestern Guizhou province, had been closed because of articles strongly critical of Marxist orthodoxy.

The articles by Mr Cao

Siyuan, a Beijing-based economist, had "violated propaganda discipline" and contained "serious political problems," reported Reuters, referring to a notice issued by the Press and Publications Administration, which oversees the Chinese press.

Chinese involved in the arts and literature expect the present "grey" period, with little scope for innovation, to continue until next year's party congress. China's media also appears likely to experience similar pressures to conform.

ASIA-PACIFIC NEWS DIGEST

Parties split on Japan poll date

The leaders of Japan's three-party ruling coalition yesterday ended a meeting without setting a date for a general election, in spite of pressure from the ranks of the dominant Liberal Democratic party for a snap poll on October 20.

The session, called by Mr Ryutaro Hashimoto, the prime minister, discussed improved prospects for settlement of a dispute with the local government of the southern island of Okinawa, which is refusing to renew leases for strategically crucial US bases there - one of the main barriers to a general election. Mr Hashimoto said he first wanted to be sure that the Okinawa dispute was settled, following the offer of a ¥5bn (\$45m) central government economic development grant, and to be satisfied that Japan's economic recovery was sustainable, before setting a date.

Japanese companies and industry interest groups donated ¥16.5bn (\$149m) to political parties last year, the lowest since records of political donations began in 1976, the home affairs ministry said yesterday. This was nearly 30 per cent less than the previous year and comes as a result of a legal clampdown on political funding, which took effect at the start of 1995. It limited politicians, for the first time, to only one fund-raising group and limited companies to a ¥500,000 annual donation per political group.

NZ expects strong growth

New Zealand will enjoy strong economic growth, budget surpluses and a sharp fall in debt over the next four years, the treasury said yesterday in its pre-election picture of economy. The treasury said growth would dip slightly from earlier forecasts to 2.5 per cent in the year to March and bounce back to 3.7 per cent the following year, underpinned by a round of tax cuts planned for July 1997.

The forecasts form part of economic projections the government must announce by law four weeks before an election. Net public debt, the treasury said, would fall from 32.5 per cent of gross domestic product this year to 13.3 per cent in 1999-2000. It said the budget surplus would rise to NZ\$6.4bn (US\$4.4bn) by 1999-2000. Mr Bill Birch, finance minister in the ruling National government, said the positive forecasts ensured that the government could meet its promises of spending an extra NZ\$800m on social welfare and education and NZ\$600m on health over the next three years.

Australian federal rail sale

Australian National Railways, the country's federally run rail authority, yesterday put up for sale four of its remaining eight businesses - just 24 hours after a report revealed that it had operating losses of around A\$135m to A\$145m (US\$102m to US\$110m) in 1995-96 and no prospect of commercial viability in its existing form.

The businesses for sale include the infrastructure services, which build and maintain track and signals; the Powerail locomotive services; Railmecc, which provides engineering and fabrication services; and RailFleet, which maintains and hires wagons. Management said it had no fixed views on how the businesses should be sold, but was asking for expressions of interest.

Australia's jobless rate rose to 8.8 per cent in August on a seasonally adjusted basis, up from 8.5 per cent in the previous month and the highest level seen since April.

Sales of more attractive assets likely to be precluded

Delhi raises ceiling on sell-off stakes to 74%

By Mark Nicholson in New Delhi

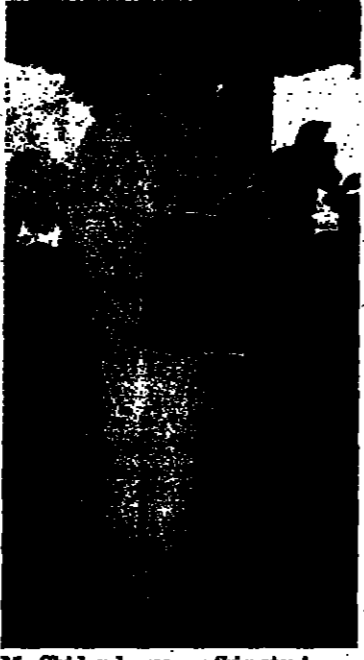
Mr P. Chidambaram, India's finance minister, said yesterday the government was prepared to sell stakes of up to 74 per cent in what it called "non-core, non-strategic" public enterprises, for the first time entertaining the possibility of ceding a majority share in a state asset.

Mr Chidambaram said the measure was a "big step", though the move could fall short of clear-cut privatisation. Indian law confers strong and potentially blocking rights for shareholders with a 26 per cent stake, which would amount to the government retaining a "golden share".

Bankers said the definition of "non-core" and "non-strategic" is also likely to preclude sales of majority stakes in India's bigger, more profitable and thus most attractive public assets, such as state-owned oil or telecoms corporations.

The move is nevertheless a tentative step towards a policy of privatisation, rather than simply asset divestment. The term "privatisation" has been almost politically taboo in India, raising strong opposition from organised labour and leftwing parties, some of which number among the parties in coalition.

The "non-core, non-strategic" category is likely to include state interests in such sectors as tourism



Mr Chidambaram: a 'big step'

and hotels. However, Mr Sitaram Yechuri, a leader of India's Marxist party, which has strong influence in the 13-party coalition government, said that a precise definition of "non-core, non-strategic" was "not yet clear anywhere in the government".

Mr Yechuri said the definition would be clarified by a new Divestment Commission set up by the

three-month-old government to advise on state disinvestments. One Bombay-based foreign banker said the definition would be likely to be "crafted so as to eliminate almost all of the more attractive assets".

India's previous Congress government undertook a programme of limited divestment of state holdings in 40 companies, raising Rs106bn (\$2.5bn) in what the government considered more a revenue-raising measure than an attempt to change ownership or management. Congress policy ruled out sales of more than 49 per cent of any state enterprise.

Mr Chidambaram, a more zealous reformer than some of his United Front (UF) colleagues, said the government could eventually "think in terms" of selling stakes exceeding 49 per cent in "core" and "strategic" public enterprises, though sales of bigger stakes in the state-run enterprises inherited from India's socialist 1960s and 1970s are unlikely to win the approval of leftwingers in the UF.

The UF government committed itself in this year's budget to raising Rs50bn from further divestments, with Mr Chidambaram promising three tranches of sales in September, November and January. Revenues from the sales are critical to meeting the government's target of cutting the fiscal deficit to 5 per cent of gross domestic product this fiscal year, but progress has stalled.

Pakistan business fears devaluation was not enough

By Farhan Bokhari in Karachi

This week's devaluation of the Pakistan rupee has temporarily halted the currency's speculative slide, but businesses fear the official intervention may still be insufficient to boost exports and reverse a growing trade imbalance.

The country's central bank - which operates a managed exchange rate system under which it announces, on business days, the day's exchange rate against all leading foreign currencies - devalued the currency by 3.79 per cent on Tuesday amid concerns over a widening disparity between the official and open market exchange rates. The official rupee rate has been devalued by just under 8 per cent since January.

The rupee yesterday closed at 40 to the US dollar in the "open market", a parallel rate set by businesses - just over 8 per cent less than the new official rate of 36.92. This was down from a gap of more than 10 per cent before the devaluation. Pakistan's central bank usually accepts a 5-6 per cent difference between official and open market rates.

Mr Hussain Ali, a currency dealer at the privately owned Dubai Currency Dealers, said: "Customers are now finding the official rate to be more realistic. There is not as much speculative buying [of dollars and sterling] as last week."

The recent increase in open mar-

ket rates was a sign of worries over the country's balance of payments position and general economic woes. This week's official action is a response to the trade deficit, which rose to \$270m in July, up from \$95m in June. The government has not released the August figures yet, but many businessmen forecast a further increase.

The worsening trade performance during the first two months of this financial year (July-June) has convinced many analysts that Pakistan may face a foreign exchange squeeze by the end of the year. Foreign exchange reserves - now at \$1.7bn, equal to about six weeks worth of imports - could sink further if the trade performance does not improve. In December Pakistan must also meet \$700m in debt payments.

At the same time, many businessmen are concerned by Pakistan's troubled relations with the International Monetary Fund, which is disappointed at the introduction of a new "goods and services sales tax". Businessmen say the extra burden will work its way through into export prices, making them uncompetitive. The Fund wants Islamabad to review the taxes.

In its June budget the government did unveil several new taxes but back-tracked after protests from a bizarre alliance of money interests and the mosques, whose constituents protested on prayer days.



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NEWS: WORLD TRADE

Textile exporters spurn EU quota offer

By Caroline Southey in Brussels
Leading textile exporters have rejected European Commission calls for a trade liberalisation pact...

The Commission launched the initiative in May but none of the leading textile and clothing exporters...

An EU diplomat said large exporters wanted the EU to carry out its commitments under Gatt with no ifs and buts.

Trade officials added that exporters had not responded to the Commission's proposal because they did not want to establish a link where none exists...

A second round of liberalisation covering 17 per cent of trade in volume in the sector and has to be decided by January next year.

Under Gatt importers can choose which products to "integrate" first, ranging from those with no quotas such as shawls and scarves...

Bank boost for Georgia trade

The Commercial Bank of Greece and the European Bank for Reconstruction and Development have founded the first international bank in Georgia...

The International Commercial Bank Georgia (ICBSB-Georgia) is the first bank to be created under the terms of a deal made by the EBRD and the Greek bank last December...

The Export-Import Bank of Japan is to lead a \$670m loan for the construction of a power station in China...

The American Forest and Paper Industry yesterday said Japan had made so much progress in opening its wood products market to imports that it should be removed from a US government watch-list of nations potentially subject to sanctions.

BMW in Thai car shake-up

BMW of Germany has taken over management control of its wholesale operations in Thailand...

Asia, after Japan and Korea. Nissan is negotiating to take over its local distribution operations from Siam Motors...

US envoy admits failing to win over Europeans on Cuba law



Eizenstat: Divergence of philosophical attitudes

Mr Stuart Eizenstat, US special envoy on Cuba, acknowledged yesterday that his recent tour of Europe...

Nonetheless, Mr Eizenstat saw no chance of overcoming a transatlantic divergence of philosophical attitudes over whether that goal could be best achieved by isolating the Castro regime...

House clips wings of US overseas investment guarantee agency

Representatives. Although Opic officials yesterday were scrambling to get the measure re-attached to another bill...

Opic's activities have expanded as the agency has taken an increasingly large role in US foreign policy, encouraging US companies to invest in emerging economies.

Its political risk coverage protects against currency convertibility, expropriation and political violence.

One conservative group, the William J. Casey Institute of the Center for Security Policy, has contended that Opic appears to be emerging as the Clinton Administration's slush-fund of choice to advance often ill-conceived foreign policy initiatives...

NEWS: THE AMERICAS

Menem austerity plan threatened

By David Pilling in Buenos Aires
The ability of Argentina's governing Peronist party to steer legislation through parliament was yesterday thrown into doubt...

reach quorum because of the absence of all opposition congressmen as well as several Peronist members.

Standards bears only passing resemblance to that unveiled by Mr Fernandez last month.

measure of increasing diesel and petrol taxes - and not to share additional revenue with the provinces - has been left intact.

It is likely to continue during the next 15 years, while wage equality in the US will continue to grow, according to a new report released yesterday by the US government's Competitiveness Policy Council.

Wage squeeze set to continue, says report

The trend of declining real wages for most US workers is likely to continue during the next 15 years, while wage equality in the US will continue to grow...

The trend of declining real wages for most US workers is likely to continue during the next 15 years, while wage equality in the US will continue to grow...

Capital set to flow into Latin America

Private capital flows into Latin America this year should approach the record volumes of the early 1990s but are likely to be less volatile than in the early part of the decade...

\$30bn in 1996, almost double last year's level.

the second half of this year.

should grow slightly this year but its current account deficit should be little changed at about \$22bn.

The findings call into question the emphasis by the Clinton administration on education and job training as a solution to the wage

Christopher Parkes on opposition to a California state ballot proposal for a law allowing 'frivolous' fraud suits

California business leaders have turned up the heat in a campaign to kill a proposed new securities law which, critics claim, threatens to crush them under an avalanche of "frivolous" fraud suits.

sharp drop in a company's share price, from whatever cause, would be grounds enough for an individual rather than shareholders as a group to launch a lawsuit.

Proposition 211 would extend personal liability to company officials, lawyers, accountants and other advisers with marginal connections to any transaction.

Meanwhile, Mr Doug Whiting, founder of a San Jose small software company was pleading at an opposition rally in San Diego for a No vote in November.

had on California's thousands of high-tech companies.

President Bill Clinton last month endorsed industry's stance in a nimble about-turn from his previous position on securities laws.

But with almost two months before the ballot and an estimated \$6m in the CRPS war chest - most reportedly given by lawyers - there are resources and time enough for the most closure opponents of 211, including Mr Ellison, to become convinced they have a real fight on their hands.



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NEWS: INTERNATIONAL

Record lending strains IMF liquidity

By Robert Chote in London and Patti Waldmeir in Washington

Record lending to Mexico and Russia has pushed the International Monetary Fund's liquidity position to its weakest point for five years...

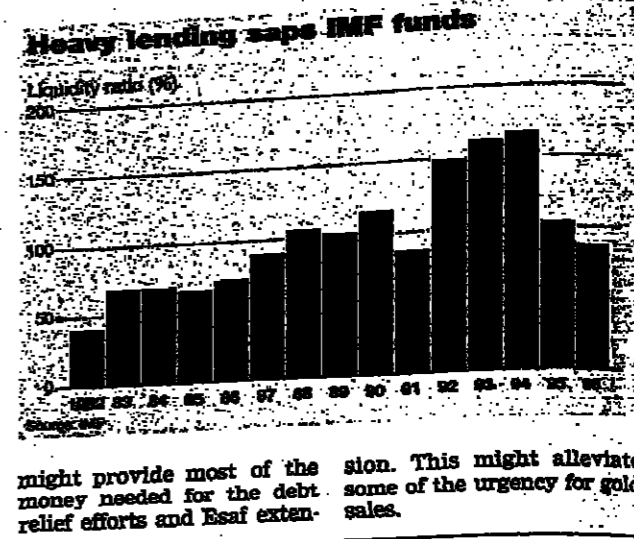
the height of the debt crisis in 1982-83. As a result of this heavy use of IMF financing, the ratio between the Fund's uncommitted resources and its liquid liabilities declined to just under 90 per cent in April...

The Fund hopes that its 181 member countries will agree an increase in their "quotas" - the subscriptions which in effect determine their shareholdings in the institution...

to extend a \$50bn credit line to the Fund in the event of another Mexico-style financial crisis. It is hoped that this can be ratified at the Fund's annual meeting later this month...

reserves to finance debt relief for poor countries and the placing of its concessional "enhanced structural adjustment facility" (ESAF) on a permanent footing.

Officials speculated that Mr Michel Camdessus, the IMF managing director, might try to defuse the situation by arguing that the financing of ESAF need not be agreed at the same time as the financing of the Fund's participation in its joint debt relief initiative with the World Bank.

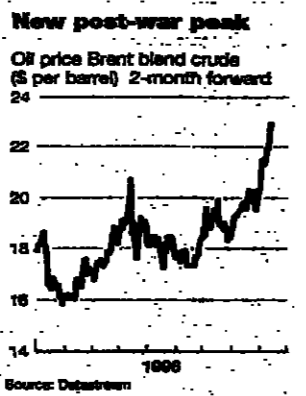


might provide most of the money needed for the debt relief efforts and ESAF extension. This might alleviate some of the urgency for gold sales.

US steps up air power in Gulf

By John Barham in Ankara and Patti Waldmeir in Washington

Iraq and the US were on a collision course again yesterday, with US warplanes moving within striking distance and Baghdad vowing to confront western powers who have patrolled its airspace for the past five years.



patched on Wednesday. "Everybody should understand that the US will take all necessary and appropriate action to protect our forces and protect our interests in that area."

"The determination of the United States in dealing with the problem of Iraq should not be underestimated," President Bill Clinton said during campaigning for the presidential election.

The rising tension, prompted by an Iraqi missile attack on a US aircraft on Wednesday, sent crude oil prices in Asia jumping to the highest level since January 1991, the eye of the Gulf war, when a US-led coalition drove Iraqi President Saddam Hussein's occupation forces from Kuwait.

World benchmark Brent blend crude oil futures traded as high as \$24.39 a barrel - up 74 cents on the day. In late trading, October futures stood at \$23.75, up about 17 cents on the day.

The Pentagon dismissed reports yesterday that Iraq had fired three more missiles at US and allied planes. The US is assembling a much stronger force than it used last week to hit Iraq



Kurdish refugees on the Iranian border. Tehran says 10,000 have fled from Iraq

Iran pleads for refugee aid

By Kaveh Naji in Sayranband on the Iran-Iraq border

In a dusty valley a kilometre inside the Iranian border, north of Sulaimaniya, several thousand Kurdish men, women and children were yesterday preparing to spend a first night as refugees in Iran.

Others were queuing to see an Iraqi doctor who had fled Sulaimaniya with them. Many refugees had spent the three previous days and nights in the open, waiting to be allowed into Iran.

Mr Iraj Hassanzadeh, the governor of Baneh, the biggest nearby Iranian town, appealed for international assistance, saying Iran urgently needed tents, blankets, foodstuffs and medicines to cope with the refugees.

nearly 2m refugees from neighbouring countries over the last few years. "As of this moment, there has not been any international assistance. The resources we have here in Baneh are quite limited, and if there is no assistance soon, the refugees are going to face a lot of problems," he said.

Advertisement for Windy Station, featuring a map of Australia and text: "SITUATED 28 km from Quindini in the heart of some of the most productive, fertile and versatile farming country available. Windy Station is being offered on behalf of the Australian Agricultural Company Limited as it concentrates on its core business of large scale cattle breeding in northern Australia."

Zeroual finds some takers for talks

Algeria's national conference will be more show than substance

By Roula Khalaf in London

When Algeria's banned Islamic Salvation Front (Fis) was excluded from the 1994 "national conference," nearly all other political parties decided not to turn up. The attempt at national reconciliation after two years of violent struggle between Islamists and security forces ended in miserable failure.

When another "national conference" opens in Algiers tomorrow after almost five years of bloodletting, the Fis will still be excluded. But at least some other parties are expected to show up.

First, it shows that since the election of Mr Zeroual last November, the Algerian regime has won over some parties to its side. Chief among them is the National Liberation Front (FLN), the former ruling party that went into opposition after 1992 and insisted that a solution to the Algerian crisis must include the Fis. The FLN, however, has now returned to the government fold after an internal coup brought a member of the old guard back to the leadership.

Second, it indicates that the president's attempts to push aside Islamist parties is limited to those Islamists with political power to challenge the regime. In fact, Islam features prominently in the platform to be adopted at the conference, reminding Algerians that it had been a main tool of mobilisation in the Algerian war of independence. It is thus not surprising that the two other main parties attending the conference are Hamas and Ennahda, both moderate Islamists.

Optimists say that although the conference is not expected to produce any significant accomplishments, at least it keeps the process of dialogue and political reform moving forward, with the hope that the continued contacts can lead to national reconciliation and to the restoration of security. Even the parties boycotting the conference have said that so far they still intend to take part in next year's elections.

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Hassan polishes democratic credentials

David White previews a referendum on a new parliamentary system proposed for Morocco

Morocco's main opposition parties have rallied behind plans for a new parliamentary system being put to a referendum vote today. Broad cross-party backing for the constitutional reform, including from the largest left-wing parties, has brought what one senior official described as "a state of grace" unprecedented in King Hassan II's 35-year reign.

Under the new system which, after the referendum, needs to be approved by the outgoing parliament, members of the Chamber of Representatives will all be directly elected, and the term cut from six years to five. A new upper house, the Chamber of Counsellors, will be created, its members chosen by electoral colleges, mostly representing local councils, and the remainder coming from professional associations and unions.

Under the king's checks-and-balances plan, the upper chamber will be able to initiate legislation, to issue "warning" motions to the government and - by a two-thirds majority vote - to force its resignation. Officials deny, however, that the aim of the new chamber is to neutralise the lower house.

Observers argue that, with its economic future tied to the European Union and trade barriers set to disappear by 2010, Morocco has little option but to move towards a more western-style system. The king wants the institutional structure

solidly installed for when his son, Crown Prince Sidi Mohamed, now 33, succeeds to the throne. "The monarchy must become more democratic, or it will disappear," says Mr Mohamed El Yazghi, deputy leader of the Socialist Union of Popular Forces (USFP), the largest opposition party, which controls 60 seats.

Three of the four parties making up the opposition Koutia alliance have decided to call for a Yes vote - the USFP, the nationalist Istiqlal party and more recently the former-Communist Progress and Socialist party. This leaves just the far-left Organisation of Democratic and Popular Action (OADP), which at the cost of a split in its own ranks is calling for a boycott.



King Hassan: modernising the monarchy to survive

thirds majority vote - to force its resignation. Officials deny, however, that the aim of the new chamber is to neutralise the lower house. They see the reform as continuing a gradual process of liberalisation. This has already strengthened parliament's role, even though the 67-year-old monarch retains the power to dissolve it, appoint and sack governments, and call referendums. His last overture to the opposition founded because of

his insistence on maintaining Mr Dries Baerli, his trusted interior minister, who has held the job for 17 years. While he would nominate a prime minister from the opposition if it beat the current amalgam of centre-right government parties, he would still be in a position to veto individual ministers. Any challenge to the king's own position or his status as Commander of the Believers remains taboo. The authorities, concerned about the growing influence of Islamist organisations in poor urban areas, are not ready to let them stand as political parties. The largest fundamentalist group, Justice and Charity, whose leader Mr Abdesslem Yassine remains under house arrest, has kept silent on the referendum question.

But there is no suspense about the outcome of today's plebiscite. In the referendum on the current constitution in 1992, when there were opposition calls for a boycott, official results showed a 97 per cent turnout and a 99.96 per cent Yes vote.

Observers argue that, with its economic future tied to the European Union and trade barriers set to disappear by 2010, Morocco has little option but to move towards a more western-style system. The king wants the institutional structure

solidly installed for when his son, Crown Prince Sidi Mohamed, now 33, succeeds to the throne. "The monarchy must become more democratic, or it will disappear," says Mr Mohamed El Yazghi, deputy leader of the Socialist Union of Popular Forces (USFP), the largest opposition party, which controls 60 seats.

A senior official admitted that this kind of figure would hardly be presentable. But King Hassan clearly expects a good showing. Announcing the referendum last month, he billed today as "the day when, by the will of God, dear people, you will vote Yes".

Vertical advertisement on the right edge of the page, featuring logos for King, Repsol, and other brands.

COMPANIES AND FINANCE: THE AMERICAS

Repsol enters bidding contest for YPF stake

By Tom Burns in Madrid and David Pilling in Buenos Aires
Repsol, the Spanish oil and gas group, has expressed an interest in becoming a long-term industrial partner of Argentina's YPF by seeking to buy a 10 per cent stake in the energy conglomerate from the government.

KKR makes amends for RJR fiasco

Disposals have helped the firm raise its biggest fund since the wild days of LBO fever

History may yet look kindly on the fortunes of what, to date, has been the biggest leveraged buy-out fund ever assembled. And for Kohlberg Kravis Roberts, the New York investment firm behind the fund, that should come as something of a relief.



Hard act to follow: George Roberts (left) and Henry Kravis signing the RJR Nabisco deal

Other recent takeovers to benefit KKR investors include Wells Fargo's acquisition of First Interstate, a rival California bank in which the firm invested \$200m in 1988.

Federal approval for Time Warner

By Lisa Brantzen in New York
The Federal Trade Commission yesterday granted initial approval to an agreement that will allow the completion of Time Warner's \$7.5bn acquisition of rival media group Turner Broadcasting.

VLSI chip may cut receiver cost

By Raymond Snoddy
VLSI Technology, the California microprocessor manufacturer, has designed new integrated chips which it believes can help drive down the cost of digital satellite receivers to \$189 within the next 12 months.

Advertisement for German Pfandbriefe. It features a large dark background with the text 'You want long term' in white. Below this, it discusses 'D-Mark value' and lists various German mortgage banks.

Advertisement for Merseyside. It features a dark background with the text 'Merseyside' in large white letters. Below it, it mentions 'The Financial Times plans to publish a Survey on' and provides contact information for Pat Looker.

Advertisement for German Pfandbriefe. It features a dark background with the text 'The German Pfandbrief' in large white letters. Below it, it discusses 'Solid from the ground up' and lists various German mortgage banks.

COMPANIES AND FINANCE: EUROPE

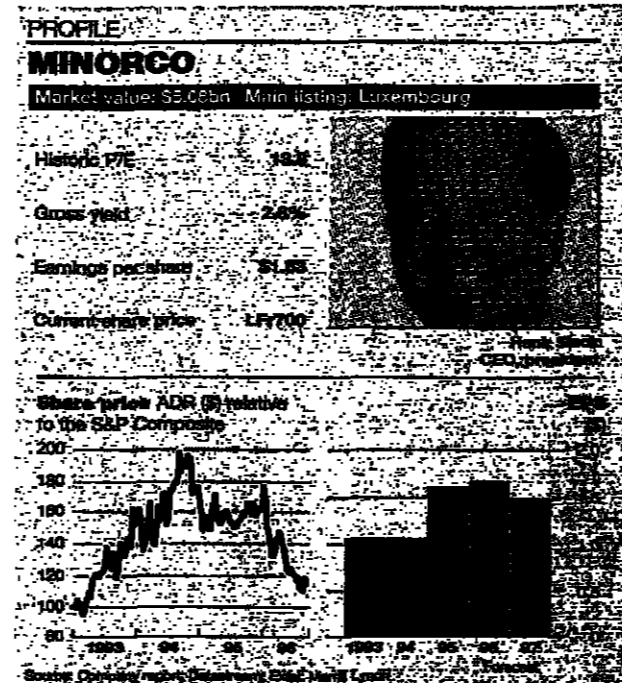
Minorco shrugs off fall in commodity prices

By Kenneth Gooding, Mining Correspondent

The weakness of industrial commodity prices left Minorco, the Luxembourg listed subsidiary of the Anglo American De Beers group of South Africa, virtually unscathed in the first half.

although hedging programmes would give some protection then and throughout 1997. "The volume growth achieved in our business during the first half will also partly provide protection against any continuation of commodity price weakness."

Mr Oglvie Thompson said the operating performance of Minorco's business segment in the first half was "generally excellent". Sales increased from \$2.42bn to \$2.77bn. Operating earnings fell from \$385m to \$342m and earnings before tax, exceptional items and minority interests fell from \$425 to \$362m.



Minorco's share price fell from 1,800 Lfr in late 1994 to 1,400 Lfr in late 1996.

suffered in the half year as mechanical prices fell from last year's exceptional level. Its contribution fell 23 per cent to \$208m. Gold interests earned \$30m, from \$17m last year, and attributable production was 94 per cent higher at 840,100 troy ounces.

Portuguese bank to raise Es19.5bn

By Peter Wise in Lisbon

Banco Mello Comercial, Portugal's sixth-largest bank, is to increase its capital by Es19.5bn (\$12em) this year in order to establish a basis for expansion.

It will issue 11m new shares at Es1,250 each, the same price that the Portuguese entrepreneur, Mr José de Mello, paid in May 1995 to acquire the bank, which was then called Uniao de Bancos Portugueses.

The shares closed at Es1,325 yesterday. A 12-for-one rights issue of 0.5m shares at Es1,200 each is to be made at the same time. A further 1.5m shares will be reserved for employees at Es1,150 each. The issue of 16m shares at a nominal value of Es1,000 will increase BMC's share capital from Es42bn to Es58bn. The bank raised Es15bn from a capital increase, also made at Es1,250 a share, and issued Es4m in bonds last May.

Daylight seen by Thomson factfinders

By David Owen in Paris

The frontage may be planted with red and yellow flowers. And the nearby café may specialise in cous-cous. But the unremarkable white building would not be many Parisians' idea of the ideal place in which to spend August.

Spare a thought then for the scores of Lagardère and Alcatel Alsthom executives who have passed a good part of their summer in these uninspiring surroundings in the west Paris suburb of Courbevoie.

Rochelle, these poor souls were poring over figures in this anonymous building, as part of the process of preparing formal offers for Thomson, France's defence and consumer electronics giant. These are expected to be tabled by their respective employers by the end of this week.

The eventual sale - expected before the end of this year - will complete another important step in the wholesale reshaping of the defence and consumer electronics companies that is in progress. It also promises to give the buyer a big advantage in the fight for mastery of the European defence industry.

Alcatel is widely thought to have a slight edge. The significance of the white building is that it houses the so-called "data room" where detailed financial information on Thomson is made available to the likely bidders. Executives preparing the offers have been coming here to consult these documents for about six weeks.

The rooms housing the documents are watched by video cameras and by security officers - "like prison guards". Files are colour-coded to denote whether their contents can be photocopied, or copied by hand, or not copied at all. Dictaphones are provided by Thomson.

Increased expenses behind fall at Flughafen Wien

By Eric Frey in Vienna

Flughafen Wien, the Vienna airport authority, yesterday reported a 5 per cent drop in first-half group net profit as heavy traffic during peak times and the cold winter drove up costs.

Net income fell from Sch278m to Sch263m (\$24.7m) while turnover climbed 7 per cent from Sch1.79bn to Sch1.92bn, the company said

in its first-half report. Operating earnings were down 13 per cent from Sch350m to Sch305m, but a 50 per cent rise in financial profit from Sch57m to Sch85m softened the overall downturn. A new traffic system introduced by Austrian Airlines, the airport's main customer, forced the airport to employ more personnel at peak times and severe weather led to exceptional use of de-icing

agents and other winter services, the airport said. As personnel costs jumped Sch46m in the first half, expenses climbed faster than revenues. The company warned that full-year earnings would be below last year's high of Sch573m because of a general economic slowdown. The airport will implement productivity improvements and cost controls to limit the

decline, continue its programme of "total quality control", and strengthen its marketing link with Austria's Schiphol airport. Airlines have criticised Vienna airport for excessive handling and landing fees. The airport said it was negotiating with the Austrian ministry of transport to keep these fees fixed and hoped to sign an agreement in October. However, big clients

should receive incentives to promote traffic and "reinforce the transfer point function of Vienna Airport", the company said. The airport will also try to sign long-term agreements with its principal clients on ground-handling service, which the European Commission is planning to deregulate to allow third-party providers into every airport.

Ericsson and Saab in joint venture

Ericsson, the Swedish telecommunications group, and Saab, the aircraft company, are to combine their military aviation electronics operations in a joint venture - Ericsson Saab Avionics - with projected annual turnover of SKr600m (\$150m). The new company will concentrate on electronic warfare, display and surveillance systems, on electronic and electromagnetic systems. A key outlet for its products is the JAS 39 Gripen fighter aircraft made by Saab in which British Aerospace has an interest, principally helping to find export orders.

The venture allows Ericsson to focus on its core telecoms business and strengthens Saab's and Sweden's strategic defence industry. Saab, independent since the demerger of Saab-Scania last year, is struggling to overcome weak sales in both its military and civilian aircraft operations.

There will be no new companies trading on the Easdaq stock market when the pan-European exchange opens for business on September 30. But investors will be able to buy and sell shares in several companies which also trade on the Nasdaq market in the US and which have applied for dual listing under an agreement between the two markets. Mr Jacques Putzeys, chief executive of Easdaq, said yesterday that between five and seven flotations on the Brussels-based market were planned in the first few months. The companies, which were not named, come from Denmark, France, Spain and the UK.

"We are not concerned that there will not be any new companies on day one. The important thing is that we now have the regulatory and transaction systems in place for the new market." Easdaq has been developed over the past two years at a cost of about \$10m (\$15.5m). Some 90 institutions, banks and stockbrokers have funded the development, which has been modelled on Nasdaq. The US market also has a small stake in Easdaq. Mr Putzeys said Easdaq's aim was to attract high-growth European companies which had international aspirations and would appeal to a wide variety of investors.

Leica said shares in its initial public offering would be priced at DM47 - at the top end of the range. The company said the issue was oversubscribed several times, mainly due to strong demand from retail investors and German and international institutional investors. The shares are due to start trading on September 19.

Saint Louis, the French conglomerate, is to focus on cutting costs to improve profitability, particularly in the paper sector, following yesterday's news of a 44 per cent decline in first-half earnings, said Mr Daniel Melin, chairman. In an interview with French daily Le Figaro, Mr Melin said Saint Louis's priority is to improve profitability, particularly at Arjo Wiggins Appleton, in which it has a 40 per cent stake. AWA needed to produce more quickly, reduce delays in deliveries, and cut fixed costs, he said. "We now have the feeling that... the worst is behind us [AWA]. Sales have picked up and we hope for an increase in prices in the second half of 1996," he said.

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THE RTZ CORPORATION PLC NOTICE To holders of Share Warrants to Bearer PAYMENT OF DIVIDENDS. NOTICE IS HEREBY GIVEN THAT the dividend of 1.20p per share is payable on 21st September 1996 to the holders of the share warrants to bearer of the company.

TAKARA STANDARD CO., LTD. Notice to the Holders of TAKARA STANDARD CO., LTD. Convertible Bonds due 1998. 2% per cent. Convertible Bonds due 1998. Adjustment of Conversion Price.

SALOMON INC (Issuer) Notice of Redemption YEN 1,000,000,000 Euro Medium Term Notes due 29th June 1998. Notice is hereby given, in accordance with the Prospectus Supplement dated April 5, 1996 relating to the above mentioned notes, that the issuer intends to redeem all the Notes on the Optional Redemption Date: September 30, 1996 at a price of 100% of principal plus accrued and unpaid interest to but not including the redemption date of September 30, 1996.

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COMMERZBANK AG SUBSCRIPTION OFFER FOR PROFIT SHARING CERTIFICATES. With reference to the Company's announcement dated 30th August, 1996 the issue price of the Profit Sharing Certificates has been fixed on 12th September, 1996 at 98.30 per cent, per DM 1,000 nominal Profit Sharing Certificate.

CANADIAN PACIFIC LIMITED As a meeting of the Board of Directors held today, the following dividend was declared: COMMON SHARES: A quarterly dividend of twelve cents (12c) Canadian per share on the outstanding Common Shares payable October 22, 1996.

Kredie posts interim

معلومات الاصل

Kredietbank posts 14.5% interim advance

By Neil Buckley in Brussels

Kredietbank, Belgium's second-biggest bank, yesterday firmly distanced itself from allegations of fraud at a Luxembourg-based sister bank, as it reported a 14.5 per cent increase in first-half net profits from BFR5.84bn to BFR6.98bn (\$218m).

Kredietbank Luxembourg, owned like its Belgian associate by Antwerp-based holding company Almani, was identified last month as the subject of investigations by the Belgian tax authorities into "fraudulent financial structures". The Luxembourg bank, which operates separately from its Belgian associate, denies any wrongdoing.

Mr Marcel Cockaerts, president of Kredietbank Belgium, said he had launched an internal investigation for any evidence of "complicity" with the Luxembourg associate in fraudulent activities, but had found none.

Kredietbank's 14.5 per cent increase in profits was at the top end of forecasts which ranged from 8.5 per cent to 15 per cent owing to uncertainty over the likely level of provisions.

The improvement was achieved in spite of a sharp increase in total depreciation, write-downs and provisions from BFR3.73bn to BFR7.87bn. The total included a more than doubling of write-downs and provisions for credit risks, plus undisclosed provisions to cover the cost of transition to a single European currency and the cost of preparing information technology for the switch to the year 2000.

The bank said total costs of transition to the euro could be up to BFR1bn, while dealing with the "millennium problem" could cost a similar amount.

Mr Cockaerts rejected suggestions that the bank's provisions policy was too conservative, insisting its strategy was to be "innovative" in finding new markets

and profit sources other than its traditional domestic activities. Ten per cent of earnings now came from profit centres which did not exist five years ago.

He said the bank had ambitions to expand in eastern Europe, and already had representative offices in Poland, Hungary and the Czech Republic. It also recently opened an office in the Philippines.

Gross income increased 24.1 per cent from BFR23.35bn to BFR40.14bn, with interest income up 13.4 per cent. Earnings from financial transactions jumped 80.8 per cent due to good results from trading and foreign exchange dealing, while other commission and operating income grew by 38.6 per cent.

Operating costs increased 8.9 per cent from BFR19.73bn to BFR21.49bn, due mainly to the cost of integrating Bank van Roeselare, in which Kredietbank acquired a majority stake in January. But the cost/income ratio remained at 53 per cent - one of the best figures among European banks.

Cockerill Sambre, the Belgian steel group, incurred a first-half net loss of BFR180m (\$5.79m), against a net profit of BFR3.1bn a year earlier, despite an 8.3 per cent rise in sales from BFR94.5bn last year to BFR102.6bn. AFZ News reports from Brussels. Results for the steel activities are only expected to show an improvement in the first quarter of 1997, said the company, but it was not possible to make a net forecast for the second half.

Sales on a like-for-like basis were BFR57.2bn, down 7.7 per cent from last year's first half. Net profit before exceptional items was BFR10m, against BFR5.2bn. Cash flow fell from BFR9.4bn to BFR5.6bn. During the second half the car and packaging markets ought to remain stable while the building sector could show improvement, the company said.

Higher lending puts CCF ahead

By Andrew Jack in Paris

Crédit Commercial de France, the French banking group, yesterday reported first-half net income up 13 per cent to FF969m (\$190m) despite higher provisions and a warning of the continued depressed state of the banking sector.

Mr Charles de Croisset, chairman, said "We are very satisfied, because our results are good in our divisions, which is a good sign for the future."

He said the volume of lending increased at a time of falling interest rates and there was significant new income from life insurance products. But margins were

eroded, and the bank had to take additional provisions to reflect a deteriorating quality of credit since the start of the year.

Net banking income rose 7 per cent to FF74.8bn, and general expenses and depreciation charges were up 4 per cent to FF3.3bn, boosting gross operating income nearly 14 per cent to FF1.5bn.

The group increased its commercial property loans provisions to 88 per cent of doubtful loans, against 63 per cent at the end of last year.

Overall, it unveiled a substantial increase in provisions from FF962m in the first half last year to

FF142m. Provisions in the first six months of 1996 were FF940m.

Client deposits in France fell 0.8 per cent to FF24.7bn, while loans rose nearly 5 per cent to FF38.5bn. This reflected a 7 per cent rise in demand for loans from individuals, to FF15.4bn, offset by a 0.5 per cent decline to FF19.3bn in demand from companies.

Mr de Croisset said CCF's investment banking activities had been helped by falling interest rates and growing demand for fixed-income products, while AGF's role in the privatization this spring of AGF, the

French insurance group.

He said the bank's corporate services operations had seen margins squeezed, while there was a recovery in their foreign branches, reflecting restructuring undertaken last year, notably in New York.

The asset management arm reported the value of funds under management up 17 per cent from the end of last year to FF195.5bn, with much of the increase explained by the performance of mutual funds invested in bonds.

A rally in the markets and a stronger dollar helped CCF's international private banking division, with assets held rising to FF85bn.

Aerospace merger is on schedule

By David Owen in Paris

The long-discussed merger between state-owned Aerospacepatiale and privately-controlled Dassault is to take effect as scheduled on January 1, 1997, the French government confirmed yesterday.

A ministry of defence spokesman said general meetings of the two companies would be called at the start of that month to approve the deal, which will create a single French aerospace company with sales of more than FF60bn (\$11.6bn).

The government hopes the new group will be able to play "a driving role" in Europe and to "rival" its main US competitors. Together, the two companies would be similar in size to Daimler-Benz Aerospace (Dasa) and British Aerospace, Europe's two other large aircraft manufacturers.

The defence ministry's latest comments come at a time when the key issue of the merged group's future ownership is still unknown, however.

There has been no confirmation of reports early this summer that Mr Serge Dassault, chairman and half-owner of Dassault Aviation, would obtain about 27 per cent of the new group.

The government has shown a desire to give Mr Dassault more than 25 per



The Mirage 2000 attack fighter, with which Yves Michot has previous experience

cent - the level at which a stake is considered an industrial holding and so taxed less heavily on any capital gains - but less than the 33 per cent which in France can constitute a blocking minority.

The final division will depend on how bank advisers value the two companies' assets. Aerospacepatiale has nearly five times the turnover of Dassault, but last year Aerospacepatiale posted a net loss of nearly FF1bn compared with Dassault's net profit of FF62m.

The deal was initially resisted by Mr Dassault who sought to protect his family firm's independence by retaining until May to let a pilot committee set up by the two companies to produce a detailed merger plan to even meet. Eventually, however, his resistance was overcome.

Last month's appointment of Mr Yves Michot to succeed Mr Louis Gallois as Aerospacepatiale head has been widely expected to help smooth the path to the merger.

Negotiations between Mr Gallois - now at SNCF, the

state-owned railway company - and Mr Dassault had made slow progress, apparently because of tensions between the two men. Mr Michot, by contrast, has worked with Dassault before, notably on the Mirage 2000 attack fighter.

The government has said the company would be constituted so that its capital could be opened to others as soon as possible. The merger would constitute an initial, partial privatisation of Aerospacepatiale, which has been on the government's sell-off list.

NEWS DIGEST

Olivetti downbeat on PC prospects

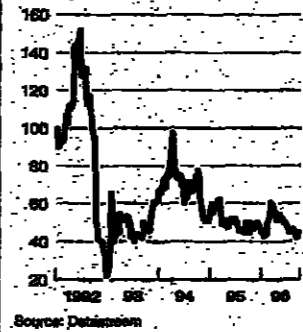
Mr Francesco Carlo, chief executive of Olivetti, said yesterday the Italian information technology group's personal computer subsidiary would not break even this year as originally hoped. Mr Carlo told a parliamentary committee that Olivetti was committed to finding a partner for the PC subsidiary, one source of losses at the Italian group. He said Olivetti's future development would come from the crossover between the computer systems and services division and the growing telecommunications activities.

Consob, the Italian stock market watchdog, yesterday talked to Mr Carlo, fellow executives and members of Olivetti's internal audit committee about the financial situation at the group.

Last week, Mr Carlo De Benedetti resigned as Olivetti chairman. The day after, the holding company's director-general stepped down, alleging that the half-year results were misleading. Olivetti has denied the claims, but the shares have fallen sharply this week. *Andrew Hill, Milan*

Ciments Français down 29%

Ciments Français



Share price relative to the SBF 120

Ciments Français, the French cement group, posted first-half net profits down 29 per cent from FF51m to FF36m (\$6.98m). Sales also fell 6 per cent from FF3.22bn to FF3.02bn. Operating profits dropped from FF851m to FF76.82m. Efforts to cut costs and reduce financial expenses should lead to an increase in earnings for the full year. "The economic environment remains depressed in important parts of the group's markets [France, Belgium, Spain], but the outlook is better in north America. Cost reductions and lower financial costs may enable the company to register improved results for the full year," the group said. *AFZ News, Paris*

JCI sharply up in year

JCI, the mining house earmarked for sale to black investors, achieved a sharp rise in full-year profits on the back of a weaker rand and higher commodity prices. Operating and investment income rose 47 per cent to R406m (\$80.6m), from R276m a year ago. The company raised an exceptional R340m from the disposal of part of its stake in De Beers, the diamond producer, which boosted pre-tax profits to R748m.

JCI's share price increased by 70 per cent during the year ended June 30. The shares are currently trading at a discount to net asset value of about 6 per cent, against 29 per cent a year ago.

Income from investments was 45 per cent higher from R45m to R109m, due primarily to new business at SA des Minerals, the international minerals marketing business, and higher dividend income from Anglo American Platinum. Earnings per share increased 31 per cent from 178 cents to 234 cents. The dividend is lifted to 77 cents, against 40 cents. *Mark Ashurst, Johannesburg*

VA Technologie AG - Austria's largest engineering group is active in Metallurgical Engineering, Energy and Environmental Engineering and Plant Engineering and Services - on a worldwide basis, with over 60 % of turnover generated outside Austria. The Group is a technology-based systems supplier with core component competences and services. 55,95 % of its shares are floated on the Vienna Stock Exchange. Furthermore, VA Technologie is quoted in London via SEAQ (Stock Exchange Automatic quotation).

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- Net profit rose by 29 %
- Turnover plus changes in inventory up 19 %
- Order backlog at record level, up 20 %
- Order intake rose by 20 % with strongest growth in Plant Engineering and Services
- Considerable strengthening of market position in all business areas through strategic acquisitions
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VA Technologie AG

Report on the first half-year as at June 30, 1996

Key financial data of VA Technologie is now available on diskette or as download from the VA TECH Internet homepage. If you are interested in receiving the diskette, our half-year report 1996, further information or an invitation to our shareholder events, please contact:

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COMPANIES AND FINANCE: UK

Management reshuffle at BZW

By John Gapper, Banking Editor

Mr Donald Brydon, acting chief executive of BZW...

arrived at BZW from Flemings, also includes the appointment of a fresh head...

income operations with its large rivals. BZW, which employs about 3,500 people...

death earlier in the year of Mr David Band, who was its chief executive. Mr Brydon, who was his deputy...

departing from Flemings. "Bill felt, and I agreed, that there was no room for both of them," said Mr Taylor.

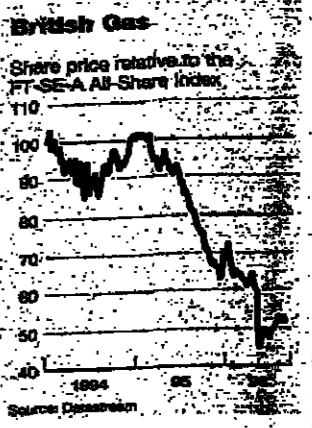
Provisions leave BTR at just £4m

By Ross Timmins

BTR, the engineering and manufacturing group, unveiled profits before tax of just £4m...

LEX COMMENT British Gas

Red ink at British Gas is a nasty reminder that regulation is not the company's only problem. There is also the small matter of £40bn of uneconomic gas contracts...



Bad times end at Caradon

By Simon London

Caradon, the building materials group, saw its shares rise 13 per cent yesterday after unveiling unexpectedly strong interim profits...

shares gained 28p to 249p. Pre-tax profits fell 10 per cent to £81.3m (£127m) in the six months to June...

ered operating profits of £12m after a loss of £11.2m. "The market is greatly relieved. It is clear that the figures would have been far worse without the cost-cutting programme," said Mr Robert Donald...

period with poor weather in Europe and the US depressing demand early in the year. The benefits of cost-cutting were eroded by pricing pressures, especially in Caradon's German heating business...



Turning point: Peter Jansen

RESULTS

Table with columns: Company, Period, Turnover (£m), Pre-tax profit (£m), EPS (p), Current payment (p), Date of payment, Dividends, Total for year, Total last year. Lists results for various companies like APV, BTR, Caradon, etc.

Table with columns: Investment Trusts, NAV (p), Attributable Earnings (£m), EPS (p), Current payment (p), Date of payment, Dividends, Total for year, Total last year. Lists results for trusts like English & Dutch, Highcroft, etc.

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. After exceptional charge. After exceptional credit. (N) Increased capital. (M) Stock split. (S) Special dividend. (C) Comparative results. (F) Paid as enhanced Foreign Income Dividends. (P) Paid as Foreign Income Dividend. (B) British currency. * Comparative for 53 weeks. ** Second interim. (D) Dutch florins. (S) Swiss francs. (G) German marks. (A) Australian dollars. (N) New Zealand dollars.

TLG issues warning

By Chris Brown-Humes

Shares in TLG dropped by more than a third yesterday after the industrial lighting equipment maker warned of worsening conditions in its main markets and lower first half profits.

The problems stem from tough markets in the UK, France, Germany, Sweden and Australia. TLG, formerly part of the Thorn group, said interim profits were likely to fall to £11.6m (£13.2m) against £11.4m a year ago.

This led analysts to cut full-year forecasts to £24m, £25m from more than £30m, after last year's £28.6m profit.

The shares fell below the 115p price at which the company was floated in November 1994, closing 6p lower at 108 3/4p. The group flagged concern about short-term prospects in June and July - saying the French and German markets were particularly difficult - but the market ignored the warnings. What shook the City yesterday were suggestions that the UK, Swedish and Australian markets had also deteriorated.

The group said it anticipated a recovery in the second half.

NEWS DIGEST RTZ-CRA falls but is optimistic

A cocktail of adverse factors caused a 29 per cent drop in interim profits of RTZ-CRA, the world's biggest mining company. Profits fell from £1.25bn to \$881m before tax and exceptional items. Adjusted earnings after tax dropped by 23 per cent, from \$711m to \$552m.

The Anglo-Australian group was optimistic about prospects, however. Mr Bob Wilson, chief executive, pointed out that confidence in the metal markets had been shaken by the revelation by Sumitomo of Japan in June that it had lost nearly \$2bn in copper trading. "The current price levels of many metals appear to be more depressed than the fundamentals of supply, demand and stocks would suggest."

Economic indicators suggested "a broadly based improvement in the second half of this year and stronger markets in 1997. On a longer term view, we are confident about growth of demand, especially from the Asian region which now accounts for a significant share of global consumption of all metals and minerals."

Lower quoted metal prices offset other price improvements, reducing earnings by \$194m, while exchange rate effects accounted for a further \$34m reduction.

Continuing difficulties with the new copper smelter-refinery complex at Bingham Canyon, near Salt Lake City in the US, helped cut net earnings of Kennecott Metals from \$237m to \$99m.

Cost cutting helps BAE

Cost cutting and further improvement in the commercial aerospace division helped British Aerospace lift profits before tax and exceptional items 38 per cent to £215m (£356.4m) in the six months to 30 June.

The defence division continued its traditional strong performance, with profits of £265m (£240m) on sales of £2.17bn, a margin of 11 per cent. However, the division has seen a rise in working capital as it builds the batch of 48 Tornados for Saudi Arabia under the Al Yamamah II programme.

Part of the payment for the new Tornado batch was paid in advance, and as a result, BAE saw a cash outflow as it bought the components and sub-assemblies for the jets. However, Mr Richard Laphorne, finance director, said that strong efforts were being made to contain working capital. Over time he said that defence profits would be converted into cash.

BAE's forward defence order book is over £9bn, with a further £2.4bn of orders won from the UK Ministry of Defence since June for Nimrod maritime patrol aircraft and cruise missiles. Sir Richard Evans, chief executive, said the company has strengthened its marketing effort by appointing regional marketing directors around the world.

UB back in the black

United Biscuits returned to the black yesterday as a good interim performance in the UK offset sharp declines in Europe and Asia Pacific. The biscuits and snacks group, which quit the US and Spanish markets last year, reported pre-tax profits of £42.8m (£66.8m) in the 28 weeks to July 13. This compares with a previous restated loss of £97.8m after exceptional charges of £25.2m. Mr Eric Nicolli, chief executive, said the group was on track to deliver a substantial improvement for the full year.

The fierce battle with PepsiCo in the Australian snacks market was the main reason for a 61 per cent fall in Asia Pacific profits to £2.2m on sales up 14 per cent to £128m. Mr Nicolli said that profits at Smith's, the group's Australian snack business, had fallen from £7.2m to £5m after "the commercial equivalent of a nuclear attack". But Smith's remained market leader, and fully expected to regain any lost market share following the move to a new factory in Brisbane.

European operating profits fell by 30 per cent to £7.3m as sales edged ahead to £243m. In the UK the biscuits and snacks division lifted operating profits by 15 per cent to £42.8m on the back of a 5 per cent rise in sales to £451m.

Enterprise/Pennzoil link

Enterprise Oil, the UK-based explorer, yesterday announced a joint exploration project with Pennzoil, a US group, in the Gulf of Mexico. Under the deal Enterprise will fund a \$100m drilling programme in return for a 50 per cent stake in the production. At the same time, Mr Graham Hearne, chairman, said higher oil prices helped lift interim pre-tax profits 55 per cent to £157.5m (£245.7m) in the first half of 1996. The Pennzoil move is Enterprise's first outside Europe. Mr Andrew Shilton, finance director, said that the US development could represent up to 25 per cent of the company's value within five years. He added that it "made more sense" for Enterprise to expand via such deals rather than through large acquisitions. It was criticised for its failed bid for Lasso two years ago. Operating profits rose 22 per cent to £147.8m, helped by an improved performance from its reorganised stake in Elf Enterprise, a joint venture with Elf Aquitaine.

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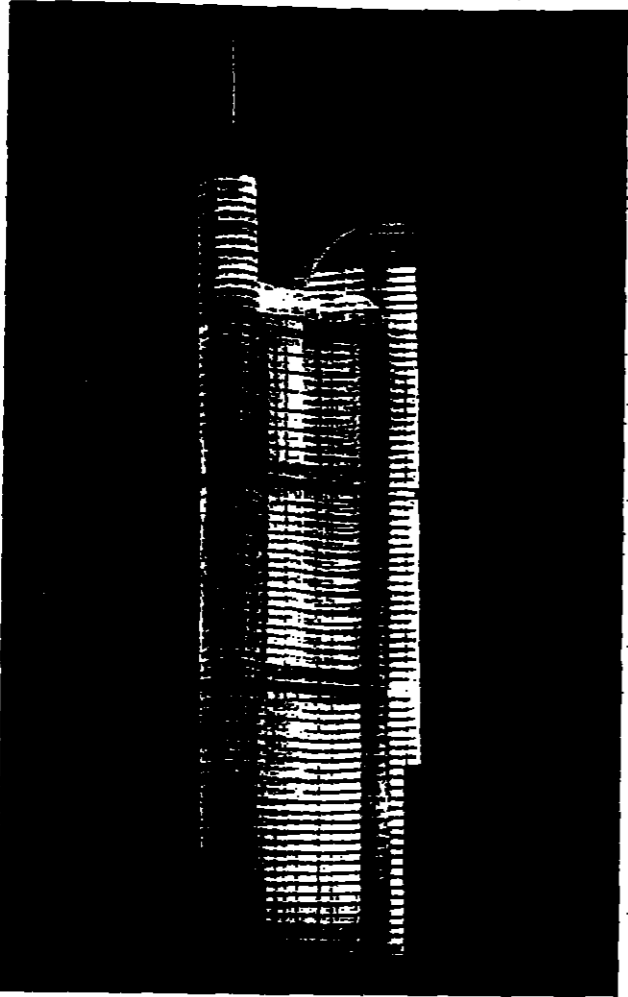
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High I T

مكتبة الامم المتحدة

THE PROPERTY MARKET

Simon London looks at the Millennium Tower's financing



High fife: an architect's vision of the 92-storey tower

A stack of investment

For all its great height, does the proposed Millennium Tower for the City of London stack up financially? Building 1.5m sq ft of offices, shops and flats is a risky business, especially when the planned 92-storey skyscraper will not be ready for occupation for at least five years.

Kvaerner, the Norwegian group behind the proposal, will want to be sure that it can make a clear development profit before deciding to go ahead.

Mr Alan Winter, managing director of Trafalgar House Properties, the Kvaerner subsidiary responsible for the project, estimates that the 1,265 ft tower will cost about £400m to build.

But this does not include site costs, fees, interest charges, or inflation. Trafalgar has spent about £35m assembling the 1.4 acre site, fees and inflation would each push the overall cost up by a similar amount.

The true cost of building the tower is more likely to be about £600m.

If Kvaerner could let 1.5m sq ft of offices at £40 a sq ft the building would produce an annual income of £60m.

On a property market average yield of 8 per cent, this would have a capital value of about £750m, providing a development profit of about 25 per cent.

These rough calculations suggest that the Millennium Tower is commercially viable on fairly conservative assumptions. Kvaerner's profit would increase massively if it could achieve higher rents, or if the property market valued the building on a lower yield.

Against this, building costs or interest rates could escalate over the next five years. Rents could plunge well beneath £40 a sq ft if the City was again awash with unwanted office space.

If Kvaerner can deliver on its promise to provide wide open floors of up to 20,000 sq ft with panoramic views over London, though, the Millennium Tower would almost certainly attract tenants. The unanswered question is whether the design will win the hearts and minds of the public, the government and City planners.

High hopes for the sector

The property equities market is living proof of the dictum that hope springs eternal. After a strong run during August and into this month, the sector has advanced by nearly 17 per cent this year, outperforming the equity market by a wide margin, Simon London writes.

Most larger property companies are now valued at about the underlying value of their assets. This compares with a long-term average discount to net assets of 15 per cent to 20 per cent.

Only twice in recent history have property companies been as highly rated by the stock market.

In 1993 shares traded at a premium to assets as investors anticipated an upswing in property values based on declining interest rates.

Shares were pushed to similar heady valuations in 1987 as the market sensed that the economy could over-heat, generating both inflation and rental growth.

Today, the prevailing argument is that property is cheap given the improving outlook in many sectors of the market.

Commercial property yields about 8 per cent, roughly in line with long-dated government bonds. If investors really believe that rental income is on a rising trend, property should logically yield less than fixed-income securities.

On this basis many investors are expecting property yields to decline - and values to rise - as investment institutions allocate capital to real estate.

There are two chinks in the armour of this essentially sound argument. First, rental growth is likely to be far less widespread than in the late 1980s, although certain sectors will doubtless enjoy a strong run as the economy picks up.

Second, big investors will be cautious about indiscriminately chasing property yields lower. Many investment institutions remain disillusioned with property as a financial asset.

The most likely outcome is a modest downward yield shift combined with hotspots of rental growth in sectors such as prime City of London offices and large, prime shops.

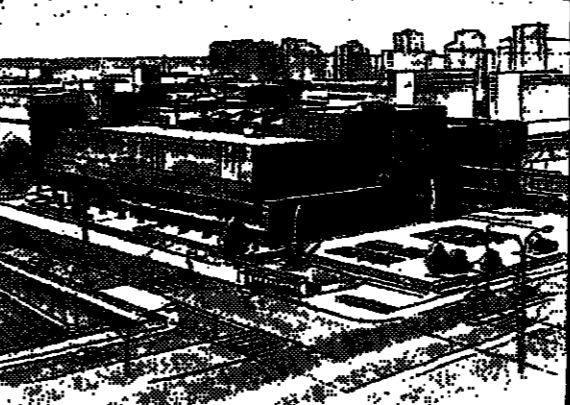
Companies geared into these areas will probably justify the premium rating of their shares by delivering strong net asset growth. Companies with portfolios spread more widely are likely to disappoint.

In the meantime the premium rating of many shares is an invitation for companies to raise additional equity. The equity market should be prepared for a flurry of rights issues.

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A key part of Norfolk's transport infrastructure is its ports. Great Yarmouth with its exciting outer harbour plan offers the UK's shortest sea route to Northern Europe and the Baltic States, while King's Lynn handles chartered vessels from virtually all European destinations.

Norfolk's workforce, noted for its flexibility and excellent industrial relations record, has historically serviced the agricultural, textile and food processing sectors. In recent years this skills base has been expanded into new growth areas such as financial services, hi-tech manufacturing, the offshore industry, biotechnology and healthcare, ensuring Norfolk is well placed for future development. Norfolk, in particular, is set to benefit enormously from the Thorpe St Andrew and Broadland Business Parks and the development of the Norwich Research Park, which houses some of Europe's finest food research and genetics institutes.

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INTERNATIONAL CAPITAL MARKETS

Abbey National returns with DM1bn offering

By Richard Lapper, Capital Markets Editor

D-Mark denominated issues by Abbey National Treasury Services and the Republic of Venezuela were the highlights in another busy day in the euromarkets.

INTERNATIONAL BONDS

Mr Gareth Jones, treasurer at Abbey National, said the bank was aiming at European retail investors on the grounds that greater awareness of the bank's name would eventually cut borrowing costs.

Syndicate managers said Asian investors accounted for 15-20 per cent of sales. Many had been tempted to buy the D-Mark paper after the dollar's recent strength against the German currency.

Britain is paying investors 88 basis points over the gilt for 10 years with that rate increasing to 188 basis points for the remaining five years if the bond is not called.

Two other D-Mark denominated bonds - from Nestlé and Unilever - were also aimed at German retail buyers; both tightened when freed to trade.

British building societies were prominent in the sterling sector. Both Nationwide and Bradford & Bingley issued floating rate notes, while syndicate managers at UBS described the structure of Britannia Building Society's £100m 15-year issue.

New international bond issues

Table with columns: Issuer, Amount, Coupon, Price, Maturity, Fees, Spread, Book-Runner. Lists various international bond issues from companies like MNCOT, World Bank, and governments like Venezuela and Germany.

For MNCOT, the securitisation vehicle of MNA, the credit card issuer, had been oversubscribed by four times. The first tranche of \$850m was priced at one-month Libor plus 15 basis points.

Deutsche Finance Netherlands to L.000bn to meet heavy demand from Italian investors. At the offer price the bond yields 9.09 per cent, 51 basis points less than government paper.

Zero coupon bonds will always outperform during periods of falling interest rates because there is no reinvestment risk," explained syndicate managers.

Institutions show renewed interest in hedge funds

By Samer Iskandar

Regulatory changes and evolving market conditions have raised the interest of North American institutional investors in hedge funds.

North America was also played a role. Canadian regulatory authorities, for example, have recently relaxed some rules on pension fund investment and raised limits on holdings of overseas assets.

No statistics are available on investment flow but Tass Management, a fund tracking and consulting firm, said US and Canadian institutional investors "are making a growing number of inquiries about... hedge and futures funds".

Global Fund Analysis, a monthly report published by Tass, said there were several reasons for this renewed interest. One factor was investors' belief that now fully valued equities were now fully valued.

Treasuries higher on bullish producer price data

By Lisa Branson in New York and Samer Iskandar in London

European markets traded in line with rising Treasuries, on the back of moderately bullish US producer price data.

GOVERNMENT BONDS

Swedish bonds performed particularly strongly as consumer price inflation fell to historic lows, while Italian BTFS suffered from Euro-linked uncertainty, underperforming German bunds for the first time in two weeks.

prices firm in early trading yesterday - but investors remained cautious before today's release of data on consumer prices and retail sales.

Near midday, the benchmark 30-year Treasury was stronger at 95 1/2 to yield 7.073 per cent, while at the short end of the maturity spectrum, the two-year note was up 1/4 at 99 1/2, yielding 6.261 per cent.

In spite of the benign figures, there was little change to the growing consensus on Wall Street that the Federal Reserve is likely to raise interest rates by a quarter point at the September 24 meeting of its Open Market Committee.

Mr Joseph Luro of CIBC Wood Gundy said that the data "takes some pressure off the Fed to raise rates on September 24, but we continue to maintain that a 'forward looking' Fed will take out an insurance policy to keep inflationary pressures in check".

J.P.Morgan said the \$200m seven-year issue for Morgan Guaranty Trust had been bought mainly by European investors, with the launch spread of 24 basis points over the equivalent gilt narrowing marginally when the bonds were freed to trade.

Swedish bonds rallied sharply on a bullish inflation data, outperforming all other markets. The 6 per cent government bond due 2005 rose 1.37 points to close at 88.55, its yield falling 10 basis points, through the 3 per cent barrier, to end the day at 7.91 per cent.

Italian bond traders were unruffled yesterday by rumours that the government was aiming at a parity of L1.020 against the D-Mark for the lira's re-entry into the European exchange rate mechanism.

The Swedish statistics office revealed that consumer prices had fallen 0.4 per cent in August, surprising most analysts, who were expecting stable prices. The fall halved the annual rate of consumer price inflation from 0.6 per cent in July to 0.3 per cent, the lowest level in nearly four decades.

\$1.4bn finance for Morocco project

By Richard Lapper

ABN Amro, Banque Nationale de Paris and Credit Suisse have been appointed to arrange up to \$1.4bn of finance for an energy project in Morocco.

The exact terms and maturity of the financing have still to be determined but the project has support from various export credit and multilateral agencies.

WORLD BOND PRICES

Table with columns: Country, Coupon, Price, Change, Yield, Week ago, Month ago. Lists benchmark government bond prices for Australia, Austria, Belgium, Canada, Denmark, France, Germany, Ireland, Japan, Netherlands, Portugal, Spain, Sweden, UK.

BOND FUTURES AND OPTIONS

Table with columns: Country, Open, Settle, Price, Change, High, Low, Est. vol., Open int. Lists futures and options prices for France, Germany, and UK.

UK GILTS PRICES

Table with columns: Maturity, Bid, Offer, Price, Change, High, Low. Lists UK gilt prices for various maturities from 12 months to 30 years.

FT ACTUARIES FIXED INTEREST INDICES

Table with columns: Index, Sep 12, Sep 11, Sep 10, Sep 9, Sep 8, Sep 7, Sep 6, Sep 5. Lists various fixed interest indices.

FT FIXED INTEREST INDICES

Table with columns: Index, Sep 12, Sep 11, Sep 10, Sep 9, Sep 8, Sep 7, Sep 6, Sep 5. Lists various fixed interest indices.

FT/ISMA INTERNATIONAL BOND SERVICE

Table with columns: Issued, Bid, Offer, Chg, Yield. Lists international bond service data for various countries and currencies.

FT ACTUARIES GILT EDGED ACTIVITY INDICES

Table with columns: Index, Sep 12, Sep 11, Sep 10, Sep 9, Sep 8, Sep 7, Sep 6, Sep 5. Lists various gilt edged activity indices.

FT/ISMA INTERNATIONAL BOND SERVICE

Table with columns: Issued, Bid, Offer, Chg, Yield. Lists international bond service data for various countries and currencies.

Other Fixed Interest

Table with columns: Issued, Bid, Offer, Chg, Yield. Lists various international bond service data for countries like Australia, Austria, Belgium, Canada, Denmark, France, Germany, Ireland, Japan, Netherlands, Portugal, Spain, Sweden, UK, and others.

COMMODITIES AND AGRICULTURE

Rising trend forecast for LME metal prices

By Kenneth Gooding, Mining Correspondent
Prices of London Metal Exchange traded metals will be volatile and be on a rising trend for at least the next 18 months, predicted Mr Phillip Crowson...

no massive unexpected surges in supply, such as the increased exports from the former Soviet Union which exacerbated the impact of the early-1990s recession on many products. If anything, exports from Russia and the other successor republics are likely to fall rather than rise in coming years.

The tin market was heavily influenced by China but, unless something untoward came from that direction, the average price should be 10 to 15 per cent above the 1996 level next year.

Finish in sight for Nigerian gas project
After three decades in development the Escravos plant should soon become the country's first gas exporter, writes Paul Adams

The Escravos gas project has taken three decades to get from initial plans to the current level of construction but the operator Chevron, in partnership with the Nigerian National Petroleum Corporation, is now only a matter of months from becoming Nigeria's first gas export scheme.

Nelson. Outside his office, close to Chevron's terminal near Warri in the Niger delta, big metal globes stick out of the gleaming sand dredged from the Escravos river, and all around contractors from Europe, Japan and the US are busy laying

all its gas to the Nigerian Gas Company, part of the NNPC group, whose dispute with another state monopoly, the Nigerian Power Authority, has further worsened the outlook for the industrial gas market. Chevron will supply 150m cubic

among communities, who see little benefit from Nigeria's main source of revenue, has erupted into violent clashes with oil workers, sabotage and disruption to production and led to political militancy. Although Chevron has a smaller operation than Royal Dutch Shell, which has borne the brunt of the problems, and has only a third of its production onshore, all the operators are trying to make better use of Nigeria's gas.

That is why Chevron/NNPC are spending \$560m to put out three flares in the nearby Okan and Meta fields. The Escravos plant will have surplus capacity so that it can add much more gas from other fields, ideally putting out flares on land.

UN tropical timber pact set to come into effect

By Frances Williams in Geneva
Producers and consumers of tropical timber meet today in Geneva to agree the entry into force of the 1994 International Tropical Timber Agreement. The pact was due to come into force in February 1995 but did not do so because key countries failed to ratify it.

sustainable management of tropical forests. It also sets up a fund, known as the "Bali Partnership Fund", to help tropical timber producers meet forest conservation objectives.

Entry into force was made conditional on ratification by 12 producing countries with a voting weight of at least 66 per cent, and 16 consumer nations with a minimum combined voting weight of 70 per cent.

At present the country flares enough gas to provide power for a small industrial country

for the first time in Nigeria, has raised \$300m in commercial bonds backed by future gas sales to finance part of the investment.

Escravos lacks a deep river channel necessary for a big liquefaction plant, which in turn is the only way to produce exports, apart from the small amount of LPG that is to be sold for export through Chevron USA. So the main output from the Escravos project is natural gas, which as yet cannot be exported.

The local market is undeveloped and the marketing is still uncertain. Nigeria has very few pipelines to get gas to the users - a few factories and power stations around Lagos and Port Harcourt - and most consumers rely on cheap petrol, diesel and kerosene or erratic supplies of electricity.

The producer has to sell feet a day of natural gas from next May to NNPC and is trying to negotiate a better price than the 8 US cents per thousand cubic feet of gas the pays producers at present.

That is practically giving it away," says Mr Nelson of Chevron, which gets over \$2 per thousand cubic feet for the commodity in the US. "This is a gas project which is not driven by gas."

MARKET REPORT

Copper leads general fall in base metals prices

COPPER prices lurched lower on the London Metal Exchange yesterday with Wagon's price below \$1.90 followed by fresh technical sales and liquidation.

Delivery price had fallen from the early September

delivery price had fallen from the early September of \$3,165 a tonne, and further losses were on the cards.

Testing \$1,825 and \$1,900

Three months ALUMINIUM reached another two-week low, hitting \$1,420 a tonne at one point, although it was noticeable that there was some buying interest attracted by the extent of the decline this week.

Levels under \$1,430

Levels under \$1,430 sparked some covering and the price ended after hours "kash" trading at \$1,455, down \$3.50 from Wednesday.

Smelter on Thursday

Traders said that the fact that Inco labour talks were reaching a crucial point in Manitoba suggested that the immediate downside was protected. The last three months trade was at \$7,560 a tonne, down \$75.

Compiled from Reuters

COMMODITIES PRICES

BASE METALS
LONDON METAL EXCHANGE
ALUMINIUM 99.7 PURITY (\$ per tonne)
Close 1385.5-96.5 1430-31
Previous 1407-08 1442-43

Precious Metals continued
GOLD COMEX (100 Troy oz; \$/roy oz)
Sept 382.3 -0.7 386.5 386.3 200 100
Oct 383.0 -0.5 383.2 382.0 289 5757

GRAINS AND OIL SEEDS
WHEAT LCE (\$ per tonne)
Sept 102.20 -4.0 102.00 102.00 4 113
Oct 104.50 -1.25 105.00 104.50 694 11260

SOFTS
COCOA LCE (\$/tonne)
Sept 990 +17 993 945 84 1,838
Oct 985 +15 989 989 1,875 35,985

MEAT AND LIVESTOCK
LIVE CATTLE CME (40,000 lbs; cents/lb)
Sept 73.175 +0.6 73.200 72.600 8,959 35,604
Oct 73.000 +0.1 69.750 69.525 6,504 26,673

ENERGY

CRUDE OIL NYMEX (1,000 barrels; \$/barrel)
Oct 24.70 -0.05 25.30 24.56 45,546 88,810
Nov 24.97 +0.02 24.57 23.95 26,536 58,434

PRECIOUS METALS

LONDON BULLION MARKET
Gold (Troy oz) \$ price £ equiv SIV equiv
Close 382.30-382.30 508 4,785

FUTURES DATA

All futures data supplied by CME.
Wheat 1131 -28 1160 1134 174 1,647
Nov 1230 -5 1235 1227 92 898

INDICES

NYSE (NYSE: 1995/1994)
Sept 1137.17 1137.17 1137.17 1137.17 1137.17
Oct 1137.17 1137.17 1137.17 1137.17 1137.17

JOTTER PAD

Table for jotting notes or small calculations, including sections for LONDON TRADED OPTIONS and LONDON SPOT MARKETS.

Crossword

Crossword puzzle grid with clues and solution 9,171.

ACROSS

- 1 Returned Greek's letter to one annoyed by derangement (8)
2 Limit expenditure of lovers pinching one's pepper (8)
3 Said to be more vulgar than a tradesman (6)
4 Trick feature of crossword in which many find a solution (8)
5 Vagabond to control a crowd (8)
6 It stimulates a fool to return a short letter (10)
7 Is a ring given to a girl? (8)
8 Crustaceans, cold on the uncooked side, swamping France (8)
9 Canopy's beginning not to begin (6)
10 Stick by strange result of itchy feet (10)
11 Seed containing head of regional vice squad, perhaps (10)
12 On net in hat (6)
13 Ban recent chart (6)
14 Hang around with lire to exchange (6)
15 Contend Northern has seen of Metropolitan (8)
16 Horrified by Silver Rush, almost (8)
17 Stronghold gets wine as a memento (8)
18 Interfere with academic (6)
19 Bird allowed into pub? On the contrary (6)
20 Tell to empathise (6)
21 Entrepreneur playing darker tune (10)

UNLEADED GASOLINE

NYMEX (42,000 US gal.; cents/gal)
Sept 68.85 +0.46 69.80 67.80 14,807 37,391
Oct 69.00 +0.30 69.80 67.55 8,988 22,418

Wool

Prices at auction this week were distinctly softer, as the Australian markets in particular contributed the downward trend that appeared last week after a period of relative strength.

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RECRUITMENT

Most employers will appreciate that trust and gullibility can prove to be unwelcome bedfellows. While an environment of trust and responsibility is attractive to employees, it can increase a company's vulnerability to exploitation or abuse of procedures. Morgan Grenfell Asset Management is at present suffering the consequences.

But what can investment banks do when the very nature of their business means their top employees operate in such a rarefied environment of risk, pressure and stress? It would be easy to criticise Morgan Grenfell for operating too few checks and balances when it employed Peter Young, its disgraced fund manager, who put investors' money into high-technology ventures so speculative he had to conceal shareholdings in shell companies.

Anyone who has read Charles Mackay's classic work *Extraordinary Popular Delusions and the Madness of Crowds* will be familiar with the circumstances. Some at Morgan Grenfell appear to have had a first-

Professional investigators can protect employers from exploitation, says Richard Donkin

Check out the bad apple pickers

hand encounter with an off-repeated phenomenon so acutely observed and recorded by Mackay. These include early investment bubbles such as Tulipomania and the South Sea Bubble.

The fraud which brought down Barings led many banks to upgrade compliance and audit control posts. The Morgan Grenfell affair suggests such roles need a fundamental overhaul rather than simply a higher salary and greater status.

The banks might find the vetting of employees during recruitment is best undertaken by a specialist less inclined to be intimidated by the claims of a senior executive that he or she can deliver telephone number profits. Such specialists are often less driven by the process of checking figures that is more familiar to the accountant and more interested in human behaviour and basic common sense.

The big accountancy firms

are beginning to understand this lesson. This is why some have created fraud investigation or forensic accounting departments manned by professional investigators.

Colleagues had noticed that Young was displaying increasingly bizarre behaviour. In the unreal world of investment banking there may not be anything too unusual about buying 30 jars of pickled gherkins - I have the same problem with beetroot and anchovies. But professional investigators are likely to be more alert to signs of anything illogical or abnormal.

In most cases, they will find an innocent explanation for odd behaviour or for something missing on an individual's curriculum vitae. The important point is that they will seek an explanation.

It may be that no amount of due diligence would have uncovered anything out of

the ordinary about Peter Young. Gherkins aside, his background seems perfectly normal for someone with the reputation of a whizzkid investor. Such people are almost expected to construct mathematical models of burrowing termites in their spare time. They are unlikely to be turned on by growing geraniums.

But the practice of checking CVs, references and antecedents can save thousands of pounds and untold embarrassment when a bad apple does come to light.

Anderson Consulting is still smarting from the experience of employing a consultant in good faith without fully checking her credentials. Anne Harrison-Mee was forced to resign from her job with a £50,000 salary earlier this year after it emerged that she had failed to disclose convictions for fraud either on her CV or at interviews.

A small number of private

consultancies and some corporate investigation agencies now offer employee vetting. Something which has been routine for so long in many government and public service appointments may need to be adopted over a much broader area of recruitment.

Childcare pack

Few would describe the ubiquitous luncheon voucher as sexy. It is the simplest of employee benefits, has been around for donkey's years and is as much a part of the corporate scenery as the paper clip.

In fact it might have become as unfashionable as well, lunch itself, had it not helped inspire a series of innovations that have found themselves in the vanguard of everything that is trendy and *de rigueur* in employee benefits.

The LV Group this week launches something called

Familylife Solutions - a computer-based care scheme that has been devised as an extension to its Childcare Solutions services which has run for the past four years. Childcare Solutions is a free telephone advice service on childcare for employees.

The idea is that instead of spending company time trying to sort out childcare there is a convenient service to do the job for you. The logical development in the new service is to additionally offer advice on care for the elderly and the disabled.

Sue Harvey, managing director of the LV Group, says: "I know what it's like when you are worrying about finding the right kind of care for an elderly parent because I have been in that position myself. What we are offering is an advice service that will lay out all the possible options to help people make decisions."

Her sales focus is geared towards convincing potential

clients that buying such services can save money. A new piece of research, commissioned by the LV Group, from the Institute of Employment Studies claims failure to provide family care costs UK companies at least £50m a year in wasted company time, absenteeism and higher staff turnover.

The calculation is based on the estimate that it takes someone an average of 16 hours to arrange care for a child or an infirm parent and the assumption that 80 per cent of these arrangements are made in company time. The research estimates that employers can save £2 for every £1 spent on referral and helpline services.

These figures are suspiciously round. But many people, particularly working women, will be familiar with juggling work and domestic demands, particularly when the social problems are sudden and unforeseen.

The needs of employees for

elderly care services are likely to grow more acute as the ageing population increases. The 1995 Social Trends Survey estimated the number of people in the UK aged over 65 will rise from 9m to just under 12m in the next 30 years.

As the population ages the number of employees who have to arrange parental care will also increase. A recent survey by Help the Aged estimated as many as 60 per cent of all employees may be faced with providing arrangements to look after elderly parents within the next five years.

"I found that senior executives who might have had little interest in childcare advice understood the problem when I spoke of care for the elderly," says Harvey.

The LV Group is pricing its Family Care Solutions package at between £5.50 to £8 per employee per year. The prices fluctuate depending on the proportion of women employees since they are the biggest users. Its pricing is based on an average annual usage by 4 per cent of employees although usage tends to be more like 10 per cent among smaller companies.

US EQUITY ANALYST

£ COMPETITIVE SALARY

Our client is a major European investment house with in excess of \$10 billion under management on behalf of global institutional clients.

An opening has arisen for an analyst to work closely with the Fund Manager responsible for the US market. The primary function of this position will be to analyse stocks and sectors, as well as macro-economic factors, with a view to making recommendations to the Fund Manager and deputising where required.

The successful candidate will be educated to degree level, be aged 25/30 with at least 3 years in-depth experience of the US markets. They should be committed to analysis and keen to bring original thought to a dynamic investment team.

Interested applicants should forward their CV together with full salary + benefits details, in confidence, to **Trevor Robinson, Executive Consultant** at the address below.

Jonathan Wren & Co Ltd
Financial Recruitment Consultants
No 1 New Street
London EC2M 4TP

Telephone 0171 623 1266
Facsimile 0171 626 5257
Compuserve 100446,1551

JONATHAN WREN

fund management

CORPORATE FINANCE ASSOCIATES

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Germany

DM Excellent

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The Role

Successful candidates will be involved in the execution and marketing of investment banking business, specifically M&A and strategic advisory work, valuations, financings, and restructurings. The positions will be based in Germany, the centre of our Client's European operations, and will involve considerable travel working on cross-border transactions.

Requirements

- Minimum 2 years investment banking/corporate finance experience, with a background in media/telecoms an advantage.
- Fluent written and spoken German.
- Excellent knowledge of cash-flow forecasting, modelling and the application of business valuation methodology.
- Good presentation skills and an entrepreneurial, creative outlook.
- Outstanding academic record.

The positions represent exceptional opportunities to be at the centre of one of the most active areas within corporate finance. Interested candidates should contact **Christopher Squire** at the address below.

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Financial Recruitment Consultants
No 1 New Street, London EC2M 4TP

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banking

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SENIOR INTERNATIONAL BANKING ADVISOR

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The Position

- Report to the Chairman's office.
- Provide briefings on the main strategic issues in international banking and analytical evaluations on international competitor strategy.
- Advise the bank on presenting itself to international institutional investors.
- Assist senior management and participate in main international banking events.
- Provide input and assistance to corporate communications team.

The Requirements

- Thorough and detailed understanding of international banking and institutional investors gained either as a banking analyst, a leading financial journalist or by working for a City investor relations firm (or department), or a leading financial services management consultancy.
- Excellent communication skills (written, verbal, presentation).
- Native English speaker preferably with Italian as a second language.
- Strong interpersonal skills.
- Considerable international travel will be involved.

Please send your CV with current salary details to: **Wetlin Mitchell, I/F Selection**, 252 Regent Street, London W1R 6HL.

quoting ref: 9009/A. Alternatively send by fax on 0171-312 0020 or e-mail to cv@selection.com Internet Home Page: <http://www.selection.com>

K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

EMERGING MARKETS SEARCH & SELECTION

FUND MARKETING

Our client, a global investment bank with a leading presence in Emerging Markets, wishes to appoint a senior funds marketer to facilitate its further expansion into Emerging Markets asset management. It aims to substantially increase funds under management whilst maintaining its position as one of the most consistent top performers.

With prime responsibility for raising additional funds, this role will involve extensive liaison with potential investors and investment consultants from the institutional, pension fund and private client community via a well-developed and extensive network of offices both throughout the Emerging Markets of the Middle East, Asia and Latin America and in the traditional private banking centres in Switzerland and the Channel Islands. The role will involve extensive international travel in order to establish enduring client relationships. In addition to fund-raising, candidates will be expected to provide valuable input into the overall marketing process.

Candidates will ideally have experience of marketing fund management products to an established international client base, although applications from candidates with 5-10 years sales/marketing background within banking and finance will also be considered. As a minimum, candidates should possess the following:

- The ability to demonstrate a track record in raising money and business development
- The personality and tenacity to develop a marketing strategy and to ensure its subsequent implementation by pursuing sales opportunities covering an extensive geographic region
- Exposure to debt and equity fund products, preferably within a fund management or fund marketing role
- A sound understanding of Emerging Markets, ideally gained through extensive business travel, or a clear affinity with these markets through a multi-cultural background

Please send your CV in complete confidence to: **Alfred D. Vera**, Group Director, Emerging Markets Search & Selection, 12 Mason's Avenue, London EC2M 2Y, U.K. Telephone: +44 (0)20 4743 4743 Fax: +44 (0)20 4743 4747 or emsearch@selection.com

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- Non hierarchical structure encouraging participation at all levels with opportunity for equity ownership

THE MANAGER

- A corporate finance professional with up to three years UK corporate finance experience gained at another leading merchant bank or stockbroker
- Sound Yellow and Blue book background and M&A experience is also required
- An entrepreneurial individual who is equally comfortable with both the origination and execution of transactions

EXECUTIVES

- Graduates with excellent academic records, coupled with a professional qualification gained within an accountancy practice
- Committed and energetic team player with proven interpersonal and presentation skills complemented by a rigorous approach to problem solving
- Relevant corporate finance experience or special project work would be helpful

If you wish to apply for either of these roles, please submit your CV to **John Axworthy** at **Axworthy Oliver Associates**, St Martins House, Priory Court, Pilgrim Street, London EC4V 6DR or alternatively call him for a confidential discussion 0171 329 3434, Fax: 0171 248 0073

Axworthy Oliver Associates

TAX BASED LEASING/STRUCTURED FINANCE

DIRECTOR - EUROPEAN STRUCTURED FINANCE - LONDON
Aged 34-38 years, graduate/MBA/ACA, fluent in second European language, able to source, structure and execute tax based deals and provide innovative solutions to complex transactions. Candidates must have current experience gained with a merchant/investment bank or arranger and have proof of considerable fee income generation.
Salary to \$200,000 + full benefits

DIRECTOR - FRANKFURT EUROPEAN X BORDER
To source, price, structure and close high value tax based European deals. Assets financed will include transport, telecoms and general equipment. Must be fluent in two European languages including German and have at least 3 years domestic German leasing experience predominantly in the off-balance sheet sector.
Neg £100 - £130,000 + bonus + benefits

ASSOCIATE DIRECTOR - HONG KONG
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Anderson's

Handwritten signature or mark.

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The Position

- Responsible for researching and identifying new products, enhancements to existing products and new product distribution methods for institutional trust clients.
- Assist senior product and sales staff in providing direction for product development projects.
- Consult with clients to identify product and service needs and to determine how well current products and services are meeting their needs.
- Tailor product packages to specific markets and to determine product pricing and profitability.

The Requirements

- Self-motivated, with a hands-on approach, capable of working in a rapidly-changing business environment.
- A proven project manager.
- Results-orientated individual with proven track record in a client servicing role or product marketing, preferably within the financial services sector.
- First-class presentation skills, capable of presenting analyses to senior partners and external clients.

Please send your CV with current salary details to: Metin Mitchell, K/F Selection, 252 Regent Street, London W1R 6HL.

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**LEADING ITALIAN BANK
SENIOR INTERNATIONAL BANKING ADVISOR**

Excellent remuneration based ITALY/LONDON

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K/F SELECTION

A DIVISION OF KORN/FERRY INTERNATIONAL

CHACALLI-DE DECKER



Managing Director Designate

for leading independent pan-European Group specialising in the supply of Duty Free Wines, Spirits, Tobacco goods and Fragrance products to accredited Diplomats, Foreign Military establishments, Airlines, Airport Shops, Border Shops and Ferries. The Group also directly operates a number of Airport Shops.

It is anticipated that the successful candidate will assume the role of Managing Director by March 1998, following the retirement of the current MD.

Based at our Antwerp HQ, the successful candidate will have extensive experience in buying, selling and merchandising in this field and will have established contacts at senior level throughout the industry.

Initially the post will entail working alongside the current MD, whilst assuming immediate responsibility for Sales and Marketing throughout the Group.

Fluency in Flemish and French, in addition to English, is essential.

The Salary and benefits package associated with this post will reflect the level of responsibility and experience required

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In order to succeed in this meritocratic environment, candidates will be self-confident, determined, mature and hard working, with the ability to work both independently and as part of a team.

In addition to an excellent compensation package, benefits include an exceptional performance related bonus, mortgage subsidy and car allowance, and an opportunity to develop an exciting international career.

In the first instance you should contact Dan Richards or Tim Smith on 0171 831 2000 or write to them enclosing a full curriculum vitae at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Fax 0171 831 6662.



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The European Bank has a unique challenge: to assist the countries of central and eastern Europe and the former USSR in their transition to market economies.

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Quantitative Hedged-Income Arch-Trader

Responsibilities: Design and implement... arbitrage trading models

Requirements: Design and implement... arbitrage trading models

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If you can analyse one of the major industry sectors better than most of your peers, an outstanding career opportunity is within the grasp

Our client, one of the major Swiss Banks, is committed to meeting the needs of its demanding institutional asset management clients. The buy-side equity research covering Continental European companies is done out of Zurich. The bank aims to strengthen its small professional research team. Therefore, we are looking for

Industry Specialists for Buy-Side Equity Research

who, based on the fundamental valuation approach, develop and maintain company models and provide investment recommendations to portfolio managers. Based in Zurich but travelling frequently on the Continent, the role offers an exciting opportunity to work with a European team in one of the world's premier banks. It also carries a salary and benefits package that will reflect both experience and performance.

We are seeking dynamic individuals, preferably in the 30-40 age range, with a higher education combined with well-founded industry knowledge and company valuation experience in either the European engineering/technology/motor-, the consumer goods-, or the insurance-sector. Good analytical as well as communication skills, initiative and independence in the way you work are essential. Knowledge of German and/or French would be advantageous.

If you feel that you have the ability and experience to respond to this challenge, please write or fax - in confidence - enclosing a cv and details of current remuneration to

Roland Staub
Paul Steiner
Partner

McDust
BANKING RECRUITMENT

McDust AG - Srehlgasse 6 - CH-8001 Zurich
Tel. (41) 2178 217 - Fax (41) 2178 218

Applications

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Our client is one of the foremost arrangers of syndicated loans in the European, Middle East and African arena. It has consistently improved market share, year on year, and capitalises on the innovation and creativity of its well-established team to develop solutions for the needs of its blue chip client base.

In order further to enhance this position, the bank now seeks to hire two additional professionals. They are:

Assistant General Manager

- Ideally a graduate banker with a minimum of 5 years exposure to the London Loan Syndication market.
- Possibly a senior relationship manager with a loan syndication background or a specialist banker with experience of structuring and distributing Project, Trade or Aircraft Finance transactions.
- Must have strong credit skills coupled to exceptional origination and structuring experience.
- Will have the maturity and gravitas to represent the bank effectively with major sovereign, financial institution and corporate clients.


Manager

- Must have worked for at least 2 years with an active arranger and underwriter of syndicated loans.
- Will have experience of analysing, structuring, pricing and distributing primary market loan product.
- Ideally familiar with the structures encountered in the specialised lending sector.
- Possess the confidence and dynamism to be quickly assimilated into a busy, committed and highly-motivated team.
- A team player capable of contributing to the further advancement of the bank's market objectives.

These two positions are crucial to the bank's ambitions in the syndicated loan market and consequently the remuneration packages will reflect their importance. Both will consist of a highly competitive basic salary, a performance related bonus and the full range of banking benefits.

If you are interested in pursuing either of these opportunities please write enclosing a full CV to Niall Macnoughton, quoting Ref: 402, at the address below or use our confidential fax or E-Mail facility. All enquiries will be treated with the utmost discretion.

76, Watling Street,
London
EC4M 9BJ



Tel: 0171-248 3653
Fax: 0171-248 2814
E-mail: 402@bbm.co.uk

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One of the world's largest medical technology companies, with around 3800 employees in Europe, we seek a Business Analyst for our European Microbiology Division.

Reporting to the European Division Controller, you will be responsible for giving comprehensive financial support to this business.

Your contribution will essentially be in the following 2 areas:

- development and implementation of new financial and I.T. systems to support the organisation,
- pro-active business and financial support.

You will also be in charge of:

- the preparation of all financial statements and reporting to both European and Corporate management,
- the performance of financial analyses,
- the elaboration of Divisional Forecasts/Budgets and Long-Range Plans.

You hold an undergraduate degree in accounting, economics or business, with a sound knowledge of accountancy (US GAAP). A professional Accountancy degree/MBA will be valued. A minimum of 3 to 5 years experience within the financial department of a multinational company complemented with excellent knowledge of PC and mainframe systems is required. Fluency in English and another major European language is essential to be successful in this position based at our European Headquarters in France - Grenoble area.

Please send your resume + handwritten letter under reference 415 to BECTON DICKINSON - 5 Chemin des Sources - BP 37 38241 MEYLAN cedex - FRANCE.

BECTON DICKINSON

Senior Risk Manager

Attractive salary + Bonus + Benefits

We represent the principal wholesale banking operation of a major international securities group. As part of its commitment to a rigorous control environment and the development and application of quality risk management systems to its business, the requirement has arisen for a Senior Risk Manager reporting directly to the Chief Operating Officer.

The Position:

- Close monitoring of trading activities, providing management and guidance on all issues affecting risk profile and reviewing complex transactions.
- Advising Credit and Finance departments of the counterparty exposure matrix, particularly regarding OBS products.
- Liaison with senior management regarding analysis of risks inherent in new product development.
- Membership of Market Risk and Treasury Committees; Representative on Operations and New Products Committee.
- Management of team of three responsible for reporting of sensitivities and their underlying integrity.

Candidate Profile:

- Strong management and presentational skills; able to address and explain issues in a formal and disciplined manner.
- Good understanding of modern portfolio theory, conventional volatility models and control and reporting systems, allied with a general awareness of the regulatory environment.
- Highly analytical with an exceptionally strong technical knowledge of both vanilla debt and equity products and complex structured derivatives.
- 3-5 years experience of Capital Markets risk or trading, with an industry or professional qualification.

For a confidential discussion please contact Sam Dewhurst. Telephone: 0171-236 2400, Fax: 0171-236 0316 or apply in writing to: Sheffield-Haworth Ltd, Prince Rupert House, 64 Queen Street, London EC4R 1AD.

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Consultants in Search and Selection

London Investment Banking Association
(LIBA)

SENIOR EXECUTIVE

The LIBA, which represents the interests of the leading firms in the investment banking industry, has a vacancy for a senior executive to work in the field of financial services regulation.

The successful candidate will either have had direct experience as a practitioner or will have extensive knowledge of the legislative and regulatory framework, both domestic and international. He or she will need good communication skills; some knowledge of European languages would also be an advantage. Experience in financial regulation would be particularly helpful.

Remuneration and benefits will depend on experience and qualifications, but will reflect the importance of the post.

Written applications only (marked "Personal") should be sent, with a full curriculum vitae, to:

The Director General, LIBA
6 Frederick's Place
London EC2R 8BT

and should arrive by 25th September.

All applications will be treated in complete confidence.

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For a confidential discussion please call: Sheila Cohen, John Thorne or Ray Turnbull

Credit Research

London £ Competitive

Our client is an investment portfolio manager for a AAA rated finance company, investing in a globally diversified portfolio of fixed income securities. Due to the company's outstanding growth and performance, two high profile positions have arisen:

Head of Credit Research

- Responsible for all areas of credit research, leading an expanding team.
- As part of a closely knit team working with the trading desk, provide credit perspective for each potential investment.
- Monitor entire investment portfolio encompassing financial institutions, asset backed securities, sovereigns, supranationals and corporates.

Candidates should have superb analytical skills with a minimum of 7 years credit experience gained in a commercial bank or rating agency. Experience of investment portfolio management in an investment bank or the capital markets/treasury arm of a bank is desirable. Specific expertise in analysing either financial institutions or asset backed securities transactions is essential.

These roles represent an excellent opportunity to join a dynamic company that continues to increase in both size and performance. You should have the strength of character, innovation and enthusiasm to work in a highly team oriented and collegial environment. Strong communication skills are highly valued. The remuneration package is highly competitive and includes profits related bonus and stock option plan. As such, the roles will suit those who have the vision and commitment to be a part of our client as they continue to develop.

Interested candidates should contact Tim Smith on 0171 269 2313 or write to him enclosing a full curriculum vitae, at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Fax 0171 405 9649. Please quote reference 303029.

Asset Backed Securities Analyst

- Focus on potential investments in asset backed securities, making recommendations to the trading desk and credit committee.
- Advise on structures of deals, working closely with in-house legal counsel and the trading desk.
- Monitor collateral and historical performance of investments.
- Advise on structural developments in the asset backed securities and related markets.

Candidates will have received formal credit training and have 2-3 years experience of markets related credit transactions. Alternatively you may be a recently qualified ACA with very strong analytical skills.

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SALARY: £NEGOTIABLE


Fuji Capital Markets (UK) Ltd is a subsidiary of The Fuji Bank, Limited. Due to the continued expansion of our business, we are now seeking to recruit a graduate to liaise with our Japanese clients.

This newly created position will involve working with Japanese counterparties to assist them with their operational needs associated with our derivatives transactions, as well as co-ordinating the flow of information between our London, Hong Kong and New York offices.

The successful candidate must speak and write fluent Japanese and English and have good communication and problem solving skills. Some experience working within a capital markets area would be an advantage, as would computer skills, particularly Lotus.

If you are interested in applying for this position, please send a full CV to:

Mrs D Gillman
c/o Fuji Capital Markets (UK) Ltd
River Plate House
7-11 Finsbury Circus
London EC2M 7DH



SENIOR MANAGER TRADE FINANCE

Our client is an international bank providing a wide range of cross-border financial products. Strongly represented in OECD and emerging markets and operating in more than 40 countries, it is committed to major international growth.

We are seeking to recruit a high calibre Relationship Officer to join an established and expanding Commodity and Trade Finance team based in London. Clients include multi-national and overseas corporates and major international trading companies. As a Senior Manager your prime responsibility will be for the origination and development of new relationships and innovative trade related products.


Ideally you will have 10 years' post degree relevant experience together with an established client base and a broad knowledge of banking products gained in a major banking environment. Highly developed communications skills are essential, as is the ability to meet deadlines and work in a challenging environment. Working closely with clients, internal departments and other banks, you should be able to quickly establish your own credibility. A broad understanding of different cultures as well as language skills would be advantageous.

Applications are welcome, either from candidates presently working in the corporate sector who wish to return to banking, or EU nationals currently based in Northern Europe seeking to further develop their career in the City of London.

Offering a competitive compensation package, this is an excellent opportunity for an ambitious, highly motivated self-starter to join an established international banking team.

Please forward a Curriculum Vitae in strict confidence to Ian Dodd, Executive Director.

Devonshire executive
International Executive Recruitment
7 Bechin Lane, London EC3V 9BY
Tel: 0171 426 2158 Fax: 0171 426 2092 e-mail: Exec@Devonshire.co.uk




LEASING SOLUTIONS, INC.

Country Account Directors

UK Germany Netherlands Belgium France Circa £80K Package Plus Benefits

The Company

Leasing Solutions Inc (LSI) is a quoted US vendor leasing company based in Silicon Valley, which is engaged in the business of leasing, information processing and communications equipment to Blue Chip companies. The company has regional offices in Atlanta, Boston, Chicago, Dallas, San Jose and New York.

LSI provides complete life cycle asset management services including acquisition planning, leasing, (mainly operating leasing), and asset administration.

The Company's vendor relationships comprise of market leading manufacturers of information processing and communications products all of which are growth companies who hold a significant share of their markets.

LSI has considerable expertise in leasing, utilisation and residual values of its vendors equipment, this competitive advantage has allowed LSI to grow their revenues by nearly 400% since 1991.

To complement their success, LSI has recently established itself in Europe to introduce its complete asset management philosophy across the region.

The Role

The Country Account Directors will be fully accountable for specific vendor relationships, selling the concept of complete asset management and leasing to the Vendors own sales team, then assisting in closing the opportunities with them. Initially you are likely to be based in the vendors' own offices in each respective country.

An in depth knowledge of the leasing market and the products of the high technology desk top and communications markets are essential. You will have and be able to demonstrate a successful track record of closing large complex transactions at a senior level with Blue Chip organisations.

Experience of the vendor leasing marketplace at a senior level would be advantageous as would knowledge of the operating lease market. Fluency in both written and spoken English is essential.

Please send your full CV, with current salary details to our Search and Selection Specialists, Morgan Chase Europe Ltd, 54 Grosvenor St, London W1X 0EU. Tel: 44-171-629-5444 Fax: 44-171-629-7445. Mark for the attention of Bill Morrow or Matthew Winfield.

Bankers Trust Associates

Corporate Banking

London **£ Excellent**

Bankers Trust, a major US investment bank, is a truly global financial services company specialising in providing innovative financing structures for their clients. It is one of the few banks able to orchestrate large and complex pan-European deals. With a proven record in underwriting and arranging large senior debt facilities, the firm has one of the strongest syndication desks in the market.

As the bank's Corporate Banking Group continues to expand its debt team, they now seek to hire two outstanding professionals to strengthen the team.

The roles involve working as part of a team executing debt transactions, where the bank takes a proactive stance in arranging debt facilities and funding sources. Specific responsibilities will include not only financial analysis but also looking at broader considerations such as structure of proposed deals, client strategy and funding assets. You will also accompany marketing officers, visiting and maintaining relationships with clients.

The successful candidates will be graduates with 2-4 years banking experience and a very strong background in corporate analysis. Applicants should have sound business acumen, good computer modelling skills and the ability to present complex transactions and ideas concisely to clients and colleagues.

This is an exceptional opportunity for ambitious individuals to develop a rewarding career in a dynamic environment; over time you will progress into a marketing role or into a producer area within the bank.

Interested candidates should contact Tim Smith on 0171 269 2313 or write to him enclosing a full CV at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Fax 0171 405 9649. Please quote reference 308639.

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Credit Risk Analysts

Capital Markets

London and Hong Kong **£ Attractive Package**

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The roles:

- Evaluation of potential counterparties, primarily for capital markets and derivative products; preparation and presentation of credit applications to the Credit Committee and continuous monitoring of counterparty risks and markets.
- Point of contact for dealers and market-makers, highlighting likely credit issues and advising on structures.
- Developing research resources.

Candidates should have a minimum of five years relevant experience, gained in a securities firm/investment bank, or within the treasury and capital markets arm of an international bank.

The Hong Kong based role will initially start in London (for candidates currently based in Europe) and may be suitable for a Hong Kong national who wishes to return to Hong Kong to work.

For further information of either of these roles please contact Tim Smith on +44 (0) 171 269 2313 or write to him enclosing a full curriculum vitae, at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH. Fax +44 (0) 171 405 9649.

Additionally, Des Pang may be contacted on 852 2530 2200 at Michael Page International, 2511 Two Pacific Place, 88 Queensway, Hong Kong. Fax 852 2530 2255.

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A seasoned PR professional with strong links in the financial sector, your background will probably be in the Investor Relations department of a large, blue-chip business. You will be creative, pro-active and sensitive to the issues your audience considers to be important, and you will have the influence to sell your ideas to them.

You will be joining a young, ambitious company with outstanding prospects for your own future, in an attractive part of the country. Relocation assistance is available.

Please send a CV to Ian Gray or Keith Miller, Howgate Sable & Partners, Lawns House, Lawns Lane, Leeds LS12 5EY. Tel: 0113-279 9000, Fax: 0113-279 9999, quoting ref: FT281.X. Visit our web site at <http://www.topjobs.co.uk>

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Futures Manager

London

With the strengths to manage both the business and the people

Our client is looking for a graduate calibre manager to assume a pivotal role within a well established department.

Ideal candidates will have an in-depth understanding of the futures industry and will be responsible for ensuring the effective operation of a high volume order execution desk.

An extensive knowledge of trading/broking procedures and the compliance issues and operational functions surrounding them is essential. A degree of computer literacy and a familiarity with standard trading software packages would be advantageous.

Of paramount importance, however, are powerful people management skills, motivational abilities and the enthusiasm necessary to maintain the high levels of service which have enabled our client to enjoy a strong market position. The salary/benefits package has been designed to be highly competitive.

Please send a full CV including current salary details to Trish Collins or Robin Waddingham at:

Exchange Consulting Group
Exchange Consulting Group, 13 St Swithin's Lane, London EC4N 8AL
Tel: 0171 929 2383 Fax: 0171 929 2805

THE TORONTO-DOMINION BANK

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LONDON

TD Bank is a highly rated Canadian Bank with a well established presence in London and other financial centres globally. As an integral part of our global strategy in investment banking, the London office is experiencing significant growth.

An opportunity currently exists for a dynamic person to join our Eurobonds sales team. The position will be responsible for sales to our European clients. Reporting directly to the Head of Sales, the successful candidate will have a minimum of two years' eurobonds sales experience complemented with an appropriate degree in economics or maths and SFA qualified. Preference will be given to applicants with a proficiency in one or more European languages. The desire for success through an energetic approach toward client relationships and teamwork is essential.

This is an excellent opportunity to join a fast paced and high profile, professional team. A competitive remuneration package is available to the successful candidate.

Please submit a full CV to: Trevor Hill, Manager, Human Resources, The Toronto-Dominion Bank, Triton Court, 14/18 Finsbury Square, London EC2A 1DB. Fax: 0171 638-5569

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Candidates must be highly self-motivated. Foreign language fluency will be a plus.

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A minimum of three years' experience in a US investment bank is essential, including trading in Forward, Spot and Futures and Options.

Your specialist experience should include:

- A minimum of three years' market making and interfacing with US customers.
- At least three years of trading Median forward and interest rate products.
- A minimum of three years' G-10 and Emerging Markets currency trading.
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- A degree from a leading University.

To apply, please send your CV, quoting ref 526, to: Alastair Lyon, Confidential Reply Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BB.

Applications will only be forwarded to this client, but please clearly indicate any organisation to whom your details should not be sent.

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2 London Wall Buildings, London Wall, London EC2M 5PP
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Fax No. 0171-256 8501

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Applications in the strictest confidence quoting reference ES/5490/E to the Managing Director, CJA Recruitment Consultants Group to the above address.

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Please fax your resume to Dublin office (353) 1 605-0480, Attention: European Sales.

Consultant

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- five years experience in marketing and planning, ideally in telecoms
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If you meet all these criteria and have the creative skills to help our clients become leaders in their markets, please send your cv to Charles Wright, Wolf Olin, 10 Regent Street, All Saints Street, London N1 9RL, UK by 15 October.

FIXED INTEREST ANALYST

Commercial Union Group is one of the world's largest investment management organisations with over £60bn of assets under management worldwide. Fixed interest assets of more than £30bn also make the Group one of the largest UK-based fixed interest specialists. Commercial Union Investment Management (CUIM) is the Group's London-based investment management arm managing over £4bn of global fixed interest assets for both retail and institutional clients.

Fixed interest is a central part of CUIM's investment management operation and we are dedicated to the further development of our highly rated team. In pursuit of this goal we are seeking an additional high calibre individual to join the Fixed Interest Management Team. Following a period of training the successful candidate will be expected to contribute towards a rigorous and controlled fixed interest management process within a dynamic investment environment.

Applicants must have at least an upper second class degree in a numerate discipline and are likely to be in their early/mid 20s with an interest or experience in the financial markets. Recent graduates will be considered.

Interested candidates who meet these criteria should send their curriculum vitae including, where appropriate, present remuneration details to:

Peter Rains F.I.A.
Global Fixed Income Director
CUIM
St Helen's
1 Undershaft
London EC3P 3DQ

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Investment Management

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Institutional Foreign Exchange / Derivatives Sales Professionals

London

Financial Trading & Commodity Limited (FTC) is a small boutique independent trading and consultancy operation catering to financial institutions. Currently we seek to make key appointments to established and expand our professional Foreign Exchange and Derivatives dealing team.

Emphasis will be placed on the development and promotion of our dealing capabilities, this includes the recruitment of senior individuals with at least 8-10 years of professional sales and/or trading experience. Successful candidates should possess the knowledge of all contemporary trading vehicles, with an international arena. This position pays a annual salary of 60,000 per annum, plus 35% commission share after expenses, plus benefits.

Candidates should send their resume to Financial Trading and Commodity, Attn: Helen Ashby 5-6 St Andrews Way, London EC4V 5BY. Alternatively you can also send a fax to 0171 329 6727

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German male, 42, MBA (U.S.A.)
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Write to Box 45866, Financial Times, One Southwark Bridge, London SE1 9HL

مكتباتنا العربية

KANSAI On the road to recovery

The aspiration and dream is to become Japan's Asian hub, writes Gerard Baker

Kansai people used to complain that they seldom received the attention their region's immense economic and strategic importance warranted. The area, which encompasses the great western Japanese cities of Osaka, Kobe and Kyoto, has long been overshadowed by its hegemonic and bureaucratic nemesis to the east, Tokyo. And they were largely right to feel neglected. Tokyo has long been the focus of most domestic and international interest in Japan. But few outside the country have even heard the name. My computer's spelling check function insisted the word I wanted was Kansai.

But in the last two years, for reasons most Kansai people would prefer to forget, their region has hardly been out of the headlines, becoming a symbol of much that has gone wrong in Japan over the last ten years.

The earthquake that devastated Kobe and much of the immediate vicinity in January 1995 shocked the world, almost as much for the authorities' unpreparedness and dilatoriness in responding as for its scale. The quake killed more than 6,000 people and inflicted damage estimated at around ¥10,000bn. The blow to the country's reputation for efficiency in the wake of the disaster is unlikely to be repaired soon.

A few months later, amid the collapsing detritus of the "bubble" economy - the period of soaring asset prices in the late 1980s - a clutch of the region's financial institutions failed. They included Kizu, the country's largest

credit union, and Hyogo, the first listed bank to go under since the second world war. Then in September last year, it was the gleaming high-rise tower of the Daiwa Bank headquarters in Osaka that appeared nightly on the world's television screens. The bank, the third largest in the region, and the twelfth largest in Japan, owned up to a \$1.1bn bond trading loss at its New York branch and was subsequently fined and expelled from the United States when it emerged that some of the bank's management had colluded in an attempted cover-up.

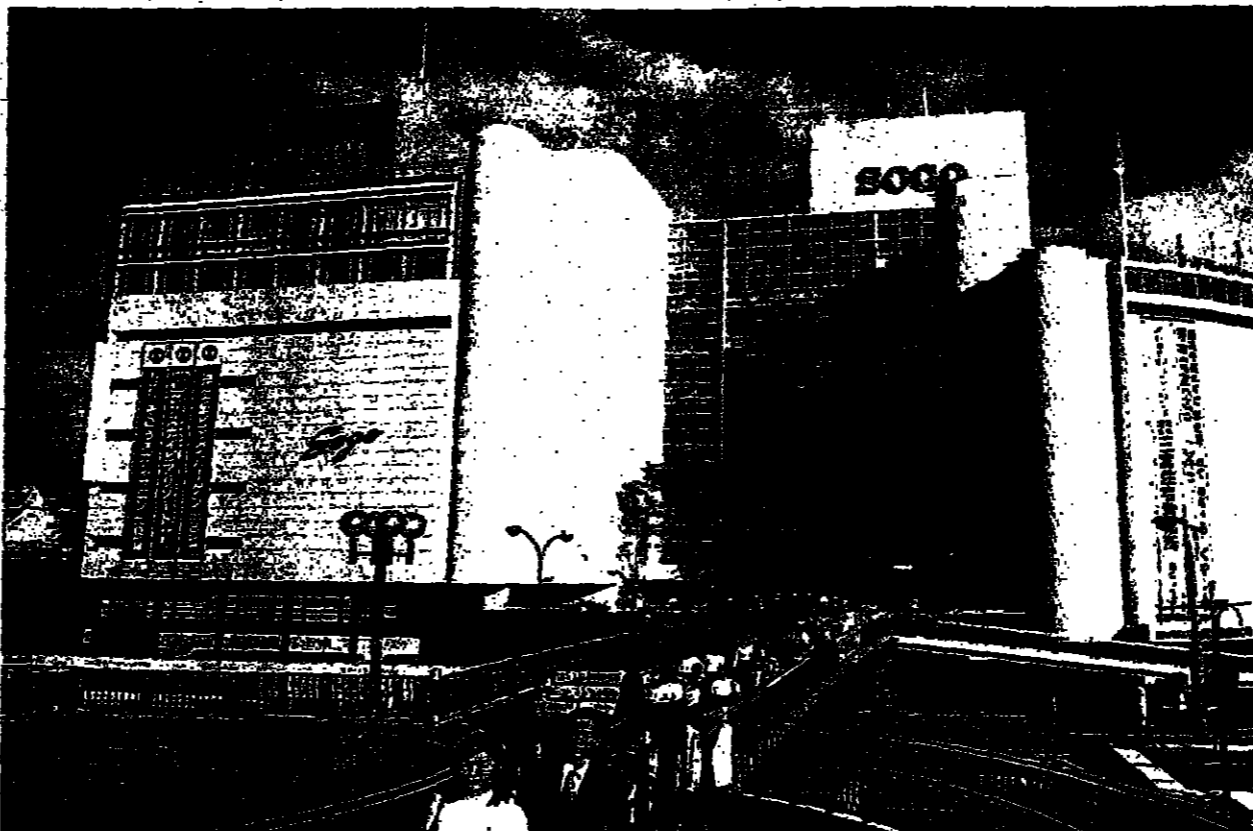
Last June, another famous name was added to the region's roll-call of infamy when Sumitomo Corporation, one of the largest companies in the world, with its headquarters just down the road from Daiwa, revealed losses on copper trading of at least \$2bn.

Finally, this summer, the region has been at the centre of a frighteningly widespread epidemic of food poisoning that has claimed ten lives, mostly children, and has once again shown up the failure of the Japanese authorities to respond effectively to crisis.

For the hardworking people of this densely populated area, the blows, social, financial and economic, have fallen harshly. And their timing could hardly have been worse.

Just as the Kansai economy was beginning to follow the rest of Japan out of the long, damaging recession of the early 1990s, the headline news about Kansai was all bleak. That recession had been especially harsh on the problems that had plagued it for so long.

On a first look at the basic economic facts of the region, it is hard to fathom why there has been so much



Rebuilding the city of Kobe after the earthquake (above and below); it continues apace but there is resentment that the centralised government in Tokyo was slow to respond. Kobe's social structure was also disrupted and many citizens were severely traumatised.

gloom about the economy for so long.

Eight prefectures - Osaka, Kyoto, Hyogo, Fukui, Wakayama, Shiga, Nara and Mie - make up the area. The population of 23m, 19 per cent of Japan's total, produce goods and services worth about ¥88,000bn.

The statistical clichés that bear witness to Kansai's economic might are as familiar as they are valid. It has total production larger than that of Canada, and about ten times that of China. If the region were an independent country, its economy would be the sixth largest in the world.

But the continuing enormity of the Kansai economy masks a long-term decline in its relative importance within Japan. In the last twenty years, the region's share in total output has fallen from almost 19 per cent to little more than 16 per cent.

The reasons for this slide lie deep in the region's industrial structure. Its principal industries - basic materials such as steel and textiles - were the energy



behind Japan's economic success in the 1960s and 1970s. But after the oil shocks of the 1970s, the region's dependence on them became an increasing liability. In the 1980s and 1990s, the relative decline of those industries has accelerated with the sharp appreciation of the yen. A chronic shortage of land has prevented

Kansai from developing new industries to replace those ageing monoliths.

The region's political and business representatives often add one other factor to the list of their blights - a strong sense that they have been neglected by Tokyo.

Enmity between Osaka's merchant class and Tokyo's sophisticated elite has long

been a fact of life in Japan. But since the end of the last century, the dominion of Tokyo has grown, to the detriment, say Kansai folk, of their own performance.

"The problem is that the tight regulatory system imposed by the government over the last fifty years or so has concentrated excessive power in Tokyo - it's that

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system that needs to change," says Mr Senri Hagio, secretary general of the Kansai Association of Corporate Executives. His organisation has been developing a strategy specifically designed to do just that.

"Many feel we should declare independence from the framework of the system laid down by Tokyo," says one banker.

That spirit of rebellion is reflected in the region's politics. The voters of Osaka, the largest prefecture in the region, last year effected a revolution in Japan by kicking out the established political parties in the election for governor. In their stead, they chose a complete outsider, Mr Knock Yokoyama, a former comedian, who had campaigned on a vigorous platform of reform and reinvigoration of Osaka government and of the region as a whole.

Eighteen months after the revolution, there is little evidence that Mr Yokoyama has been able to change much. But there is a sense, that in spite of the problems that have beset the region, there is just a chance that Kansai can make a new start.

For one thing, the process of rebuilding from the ruins of the earthquake has given both a psychological and an economic stimulus. The reconstruction is now well under way, and has injected an estimated ¥10,000bn so far into the regional economy. For the first time in a decade, last year Kansai recorded a faster rate of growth than the country as a whole. And the quake may prove to have had lasting beneficial effects - forcing the local governments and businesses to review their entire strategic economic approach.

"If we had not had the earthquake, this process of restructuring our economy would have taken much longer. It forced us to address our long-term structural problem much more quickly than the rest of the country," says Mr Kanoyuki Kanemitsu, director of the International Division of the Kobe municipal government. A continuing stimulus from big infrastructure investments has helped too. The series of bridges that will link Kansai to Shikoku, Japan's fourth island, will open in spring 1998. The final stage of the giant Kansai Science City, is scheduled for completion early in the next century. Next year work begins on another big project - Universal Studios Japan. Set to open in 2001, it is expected to be a significant new destination for tourists - to add to the traditional, and rather more subtle charms of the biggest tourist draw in Japan - Kyoto.

Perhaps best of all, the economy is starting to reap the benefits of the biggest infrastructure project of all - the Kansai International Airport that opened on a man-made island in Osaka Bay in September 1994. Seventeen million passengers passed through the airport last year and the economic benefit has been estimated at a full 0.5 per cent of total regional product per year.

The hope is that the new airport will give Kansai a chance to reach its real dream - exploit its geographical position to become Japan's Asian hub. These days the region's businessmen look west, not east. Already Kansai has more trade with the rapidly growing economies of Asia than any other Japanese region, and as the Asian economy continues to expand at rates of growth once thought to be the preserve of the Japanese, the region may at last have found a way out of Tokyo's shadow.

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II KANSAI

Politics: by Gerard Baker

The rebel comedian of errors

The mould of Japanese politics is hard to break even with a popular mandate

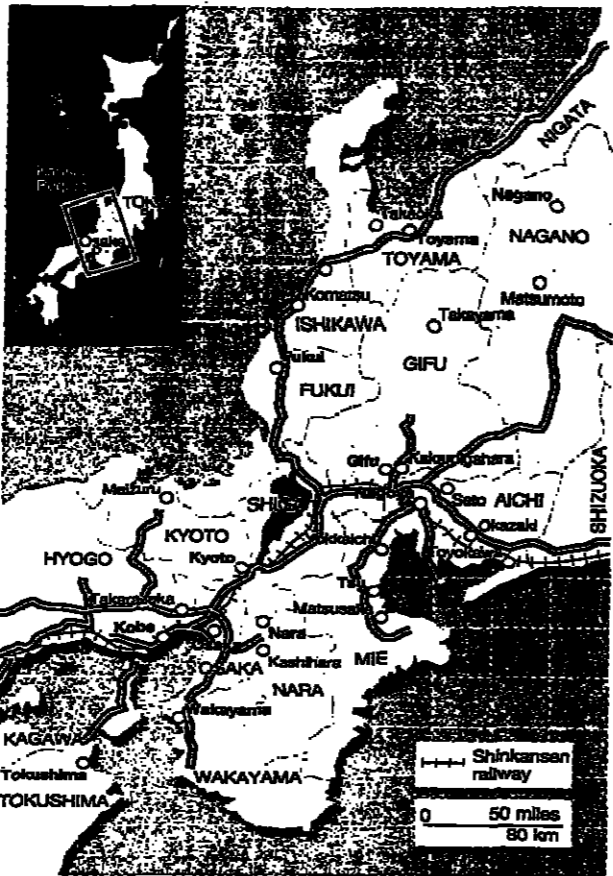
Kansai was home to the nation's capital for more than a thousand years. Little more than a century ago, it lost its national pre-eminence to Tokyo and ever since it has seen a gradual flowing away of political power to its rival in the east.

Over that period, popular dissatisfaction with the loss of power has gradually escalated. The crises of the early 1990s, and Tokyo's slow response in dealing with some of them, dramatically intensified the traditional hostility felt by many in the region towards their political masters.

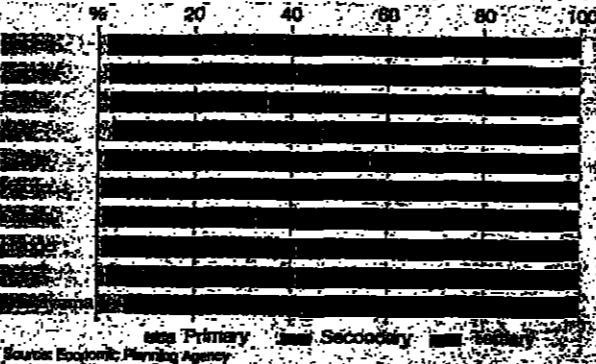
That hostility is built on a much deeper and long-standing tradition of suspicion of any sort of authority associated with Kansai people. In Osaka especially, the citizens have a reputation for feisty self-reliance.

It is no accident that the *yakuza*, organised criminals who like to think of themselves as latter-day Robin Hoods, count more members in the Osaka area than anywhere else in Japan. And it is no accident that many of the financial scandals of the last few years have had an Osaka connection. An insubstantial disrespect for what is seen as meddling by authorities, has caused embarrassment for many companies in the area.

In this prevailing spirit of rebellious self-reliance, it is not surprising that political revolutions occur from time to time. Last year produced



Regional industrial structure



by an almost equally shocking demonstration of public discontent in that most sedate of cities - Kyoto. There, in the mayoral election, a communist candidate came from nowhere to finish within a few thousand votes of achieving what would have been an even more astonishing victory over the man backed by the leading political parties.

The proximate cause of the earthquake was the same in both cases - popular opposition to the central government's plan to spend over ¥600bn on a bailout of the country's collapsed housing loan companies. Though that opposition was expressed across the country, it was striking that it hit fever-pitch in Kansai.

And the popular choice of Mr Yokoyama (the comedian's *nom de plume*, his real name is Isamu Yamada) went much further than that. Osaka voters liked his overall message of an end to government waste, and the corruption associated with the political/business nexus. Yet the high hopes with which he took office have

largely evaporated eighteen months into the job. The last year and a half have, in fact, demonstrated how hard it is even for a revolutionary with a popular mandate to break the mould of Japanese politics.

Though he remains cheerily comedic on most of the big issues that have confronted him, Mr Yokoyama has been depressingly unsuccessful. He has too often fallen victim to the opposition of the highly-organised bureaucracy, which has managed to continue with its own rather different agenda.

Having opposed spending public money on financial bailouts, the new governor was forced, within a few months of taking office into a humiliating climb-down in which he had to approve the spending of large sums of even his own Osaka taxpayers' money towards the rescue of a local credit union. Under pressure from business and bureaucrats, he dropped his opposition to the spending of more money on a new runway for Kansai International Airport.

And he has aroused cynicism over his defence of the highly disreputable but widespread practice of local bureaucrats' wining and dining Tokyo officials in an effort to increase their share of national tax funds. Indeed it is hard to point to a single concrete achievement by Mr Yokoyama in his first year and a half in office. Yet he remains highly popular with the local voters. Opinion polls continue



Knock Yokoyama: the governor still has the positive support of Osaka's voters in opinion polls

the latest one. To the astonishment of the establishment in Kansai and further afield, the voters of Osaka elected as governor a political neophyte, the television comedian, Mr Knock Yokoyama. Standing as an independent, he denounced the main political parties for neglecting the interests of local people. Pledging real change, through a voice for the populace and a declaration of political independence, he won a famous victory.

It would be wrong to characterise this political upheaval as a purely Kansai phenomenon. It followed the national revolt that ousted the Liberal Democrats from national power after 38 years in 1995. And on the same day as Mr Yokoyama's victory, the voters of Tokyo also elected a similar candidate to be their governor. But the pervasive strength of the revolt was much greater in Kansai. Less than a year later it was followed

Kansai and Japan: Land area, population and gross regional product			
	Land area (1993)	Population (1990)	GRP (1994) ¥100m
Japan	377,812km ²	123,811,167	4,695,333
Kansai (ratio in the domestic total)	37,071km ² (9.8%)	23,030,332 (18.6%)	881,506 (18.8%)
Fukuji	4,188km ²	823,585	29,180
Mie	5,372km ²	1,792,514	61,200
Shiga	3,854km ²	1,222,411	51,502
Kyoto	4,512km ²	2,802,480	87,986
Osaka	1,891km ²	8,734,516	394,702
Hyogo	3,385km ²	5,405,040	182,253
Nara	3,650km ²	1,375,481	31,733
Wakayama	4,724km ²	1,074,325	28,892

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INFRASTRUCTURE IN LATIN AMERICA

Wanted: \$1bn a week

Latin America's investment need is huge. Stephen Fidler on how it can be met

Every year during the soybean harvest season from March to June, the Brazilian ports of Santos and Paranaguá are clogged. Drivers line up for days to unload, their trucks snaking back for miles, while ships often wait more than three weeks to dock.

These inefficient state-run ports are more than an inconvenience. Transporting soybeans out of Brazil is estimated to add as much as 30 per cent to exporters' costs. These costs, extended across the economy, are damaging to Brazilian competitiveness and inhibit growth.

Brazil is now bringing private capital into its ports, following a trend that is further advanced in other parts of Latin America. Governments have turned to the private sector to improve efficiency, but more often because they themselves do not have the resources to develop infrastructure badly run down during the recessionary 1980s.

Latin America needs at least a billion dollars a week to maintain and expand modestly its electricity, water and sewerage systems, telephones, ports, airports, railways and roads, according to estimates from the World Bank and Inter-American Development Bank. Some \$24bn a year will be needed for power projects, \$14bn for transport, \$10bn for telecommunications, and \$12bn for water and sewerage systems.

These sums, large as they are, will not be enough to bring the region's infrastructure in line with that in industrialised countries. In the US, for example, infrastructure stock per person is about eight times higher than in Latin America.

Already, the private sector is playing a sharply expanded role. Privatisation, which in some countries such as Chile and Argentina has been radical, has seen to that. That role seems set to expand further as privatisation gathers momentum in Brazil and is extended in Mexico.

Private money is also mobilising for infrastructure finance to an extent not seen for 15 years. International commercial banks and to a lesser degree the capital markets are showing a growing appetite for debt generated by infrastructure projects, which has survived the setback dealt by Mexico's financial crisis of 1994-95. Economists at the IADB estimate that a quarter of the region's infrastructure financing needs - up to \$12.5bn a year - could be generated by the private sector.

So far, however, private finance has significantly fallen shy of this figure. A shortage of debt rather than equity seems to be the main constraint. Equity has been relatively plentiful, in part, says Mr Rauf Diwan, divisional manager for the power group of the International Finance Corporation, the World Bank's private sector arm, because of high returns. Yields have been as high as 20-25 per cent a year, up from a few percentage points above money market rates for debt.

And, says Mr Craig Reynolds, senior vice-president of GE Capital's project and structured finance group, since the recent growth innovations, the market for debt are not fully opened. This is especially of Latin America's

domestic capital markets. Only in Chile is true long-term financing available for the local currency portion of projects.

For some time to come, pure private sector financing without recourse to government will probably be the exception rather than the rule. Mr Norman Anderson, whose Washington-based consultancy OGLA Infrastructure has compiled a Latin America project finance database, says: "Not nearly as many infrastructure finance deals are going on as people say."

According to Mr Antonio Vives, infrastructure division chief at the IADB, writing in *The Economist*, a US review: "A combination of difficulties in structuring financing for deals, the complexity of negotiating for all contingencies and the inevitable political considerations make private financing of infrastructure difficult, time-consuming and expensive. As a result it is apparent that no single party - the public sector, private sector, or multilateral or bilateral creditors - can overcome these obstacles alone."

Export credit agencies, particularly the US Exim bank, have responded by increasing the available amounts for project finance by the private sector. The IADB has opened a private sector window, a pilot project that allows it to direct 5 per cent of its loans to private sector borrowers, unguaranteed by governments. Insurance mechanisms are also being developed to cover both political and project risks.

Further development of private finance for infrastructure depends on two factors, says Mr Reynolds. First, a stable political and policy environment is necessary because capital has to be invested over a long period of time. Second, a "strong clear regulatory environment is critical".

Latin American governments have in general shown more policy consistency through the 1990s than in the preceding two decades, although in most a weak tradition of judicial independence calls into question the sanctity of contracts and the freedom of regulatory regimes from political meddling.

However, Chile is the one country that appears to satisfy most investors on both scores, helped by its investment grade status, which only it and Colombia have attained in the region. Mr Everest Santos, chief executive officer of the Latin American group of the Washington-based Emerging Markets Partnership, which is establishing a new Latin infrastructure development fund, says: "Even in new areas for them, Chile will receive greater receptivity than any other country."

However, even in potentially less attractive countries, private capital sometimes is available. GE Capital, which has just closed a \$25m hydroelectric deal in Costa Rica, is "interested in central America", says Mr Reynolds. In Brazil, the privatisation of the Rio de Janeiro electrical utility Light went ahead successfully, despite doubts - cited by potential Chilean investors who withdrew - about the regulatory regime it will face. Electricité de France, along with its US joint partners Houston Power Industries and AES Corporation, took a controlling 34.7 per cent shareholding in the company.

In Mexico, recovering from the throes of financial crisis, a financing agreement was finally concluded in June on



Up for tender: the railway running to Mexico's Copper Canyon. Privatisation is transforming the region

the 700MW Samalayuca power project in the north of the country after almost four years. This build-lease-transfer financing includes \$515m of debt and \$132m of equity, and should set the stage for the bidding that is expected to open next month for the 484MW Merida III independent power plant. Mexico wants to instal 7,000MW of capacity by the year 2000.

In contrast with Asia,

most private investment in infrastructure in Latin America has come through privatisation of existing assets. Asian countries have generally preferred, like Mexico, to use private finance for new capacity but left existing capacity in the hands of the state. The greater private ownership of assets has helped Latin America in some areas to surpass Asia as the most

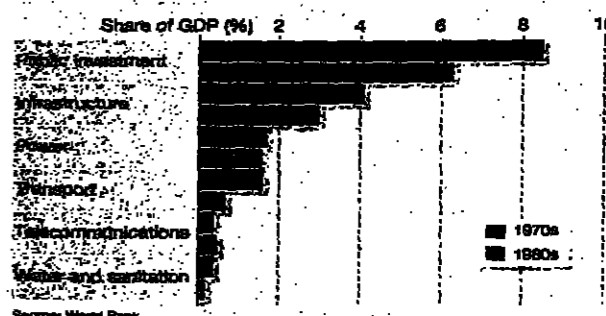
dynamic and innovative area for private infrastructure finance, says Mr Diwan of the IFC.

Meanwhile, disputes about contracts with governments in countries such as India, over the \$2.5bn Dabhol power project, and Thailand, over privately developed toll roads, have reminded investors that Latin America has no monopoly over arbitrary political decisions.

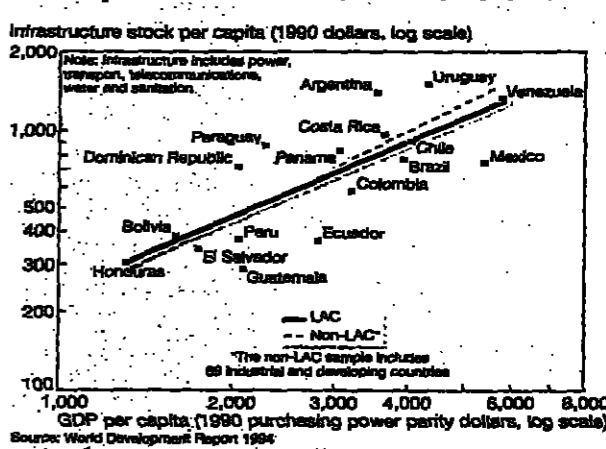
A number of important infrastructure projects is also directed at improving regional integration. With more than one country involved, financing risks become more complicated. Some such as the gas pipeline from Bolivia to Brazil have already been opened for bidding. Others - for example the road bridge from Buenos Aires to Colonia in Uruguay - seem much further from fruition. However, the breakthroughs made in Latin America could well provide useful precedents for other regions of the world, says Mr Diwan.

Such projects are, unlike the grandiose schemes of the past, likely to be minutely scrutinised on efficiency grounds. The unfinished Yacyretá hydroelectric power project built by the Argentine and Paraguayan governments aims to provide 1,500MW; the estimated cost is \$10bn. By contrast, the privately built and more modest Pangue project in Chile will provide 450MW of electricity for \$350m. For many in the business, the huge difference in costs per megawatt makes an almost unanswerable case for greater private involvement in the provision of infrastructure.

Infrastructure Investment: Latin America and the Caribbean



Per capita GDP and infrastructure stock



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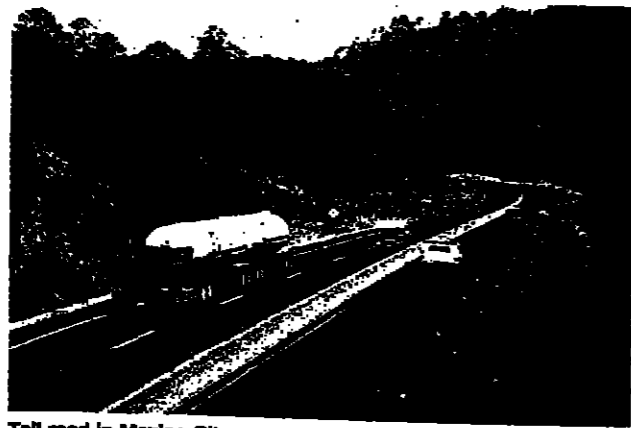


Infrastructure coverage and efficiency: Latin America and East Asia

	Latin America	East Asia	United States
1990-1995	80	37	100
1980-1985	60	50	545
1970-1975	53	45	n/a
1960-1965	570	251	14,172

By population, Latin American countries are Argentina, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, and Venezuela. East Asian countries are Indonesia, Korea, Malaysia, Philippines, Singapore, Taiwan, Thailand, and Vietnam.

Based on World Development Report, 1994 and 1995 statistics.



Toll road in Mexico City: operators hit trouble in the early 90s

■ Mexico: by Leslie Crawford

Rulebook needs review

Regulatory inconsistency has caused some recent projects to founder

Mexico's financial crisis in 1995 dealt a devastating blow to almost every aspect of infrastructure development, but the government is hoping to recover some lost ground by accelerating its concession programme in transport, energy and telecommunications.

It is hoped that by the end of 1997, private sector companies will be running most of Mexico's railways, a good number of its ports and airports, and that private consortia will be building the power plants and gas pipelines that Mexico will require in the next century.

Whether this in fact happens will depend firstly on the ability of private groups to raise long-term finance for infrastructure projects, and secondly, on the government's ability to deliver a transparent regulatory environment, with clear rules on pricing and competition.

Due to the dearth of long-term finance in Mexico, local groups are likely to seek foreign partners with access to international capital markets. Nobody wants a repeat of the private-sector toll-road building fiasco of the early 1990s, when construction was financed with expensive, short-term credit, and lower-than-expected traffic caused most toll operators to become insolvent.

The president, Mr Ernesto Zedillo, who promised before his election to increase investment in infrastructure by 25 per cent during his first year in office, found himself slashing capital expenditures by 22.3 per cent after the devaluation of the peso in December 1994.

According to the finance ministry, spending on public works was up 34 per cent to 6bn pesos (\$800m) in the first half of 1996, but even this rise has fallen short of the expectations generated by Mr Zedillo's election pledge.

Strapped for cash, the government has nevertheless moved quickly. Earlier this year, it revived a plan to attract private investment in the electricity sector, inviting bids for the construction of six power plants. In addition, private corporations such as Alfa and Cemex are building independent power stations to supply their own petrochemical and cement operations in northern Mexico.

More than \$600m in private financing has also been raised for Samalayuca II, a 700MW gas-fired electricity plant that will be built a few kilometres south of the border from El Paso, Texas.

Samalayuca is the first power project to be built with private capital in Mexico. It is a joint-venture between General Electric, Bechtel Enterprises, El Paso Energy International and Grupo ICA, Mexico's largest construction group. Mexico's Federal Electricity Commission will lease the plant for 30 years once it is completed in 1998.

Energy ministry officials estimate Mexico needs to invest between \$9bn and \$11bn in the electricity sector over the next six years to keep pace with demand, which is growing at 5 per cent annually.

An earlier attempt to involve the private sector in power generation, during the administration of the former president, Mr Carlos Salinas, floundered because of a number of regulatory obstacles. No provisions were made to provide the new power plants with guaranteed supplies of natural gas, there was no independent authority to set electricity tariffs, and independent power producers were required to sell all their

energy to the Federal Electricity Commission (CFE), the state monopoly that runs the national electricity grid. Mr Zedillo's government has cleared some of these stumbling blocks. The gas sector, for example, has been partially liberalised in order to allow independent companies to build pipelines and market gas. The government has also established an Energy Regulatory Commission, which will be in charge of setting electricity tariffs.

Potential investors, however, are concerned about Mexico's heavily subsidised electricity tariffs, which would make any investment in the energy sector unprofitable without a sharp adjustment in prices.

The government, wary of exacerbating the economic recession, has deliberately allowed electricity tariffs to slip behind inflation, so that the cost of electricity is now only a fraction of that in the US.

There are no plans to create a free market in electricity, as private sector producers will still be required to sell all their production to the CFE, which will negotiate purchase prices.

What is still missing in the government's plan is a framework that would guarantee an attractive return on electricity investments. Private investors need tariff models that allow them to project electricity prices into the future. Chile, which privatised its electricity sector in the 1980s, has an independent regulatory authority that adjusts tariffs every year based on models that calculate profit margins for a theoretically efficient power producer.

No such model exists in Mexico. Instead, tariffs are set by the finance ministry without much consideration of the costs of production. Energy analysts estimate that the current price of electricity in Mexico barely covers the CFE's operating costs, while depreciation costs and new investment have been neglected during the recession.

Mexico's railways are also attracting foreign interest. So far, the government has put two networks out to tender: the scenic route between Chihuahua and the port of Los Mochis on the Pacific coast, which runs through the spectacular Copper Canyon, and the busy north-eastern network, which is almost 4,000km long and links the towns of Nuevo Laredo and Matamoros on the US border to Mexico City, and the capital to the ports of Veracruz on the Gulf coast and Lázaro Cárdenas on the Pacific coast.

"The north-eastern network is the jewel in the crown," says Mr Jorge Silberstein at the transport ministry, who expects the 60-year concession to attract strong interest from the merged Union-Southern Pacific railway company in the US, Burlington Northern-Santa Fe and Kansas City Southern.

The new concession holders will be handed networks that have been "cleaned" of debt. Mr Silberstein says that the government will continue to pay the pensions of Mexico's 50,000 retired railway workers, but a question mark hangs over the future of the state railway's 50,000 employees. "We are talking to the unions about job cuts," Mr Silberstein says. Meanwhile, collective labour contracts have been streamlined: the new, slimline contracts have 211 clauses, down from 3,045 clauses a year ago.

Mr Silberstein says the government also plans to begin the process of privatising Mexico's airports before the end of 1996. The first airport to be put to tender is likely to be Puerto Vallarta, a holiday resort on the Pacific Coast.

■ Brazil: by Jonathan Wheatley

The financing of the fifteen hundred

The president's hit-list of 42 urgent projects is but the tip of the iceberg

When President Fernando Henrique Cardoso outlined 42 high-priority infrastructure projects to Brazil's congress last month, he stressed that his plans had nothing to do with raising support for government candidates in October's municipal elections.

Such suggestions, he said, were ridiculous. "Our aim," he insisted, "is that [these projects] should contribute to securing Brazil a stronger, more competitive position among the world's nations in the next century."

Although his speech seemed timed to give government candidates a much-needed boost, there is no reason to doubt Mr Cardoso's long-term priorities. The handicap placed on Brazilian industry by its creaking infrastructure is typical of a country emerging from decades of protectionism and central economic management and is a big contributor to the notorious *custo Brasil*, a combination of

taxes, high interest rates and other costs that make it hard for many Brazilian products to compete.

Mr Cardoso's 42 projects will cost an estimated R\$45bn (\$8bn) to the end of 1998. They are only part of the government's plans for infrastructure investment, which include no fewer than 1,500 projects. There is no prospect of the government's financing them itself. Estimates by CCF, a São Paulo bank, suggest public spending to the end of the decade will fall short of requirements by R\$18bn a year.

The government hopes the private sector, backed by multilateral credit agencies and the National Bank for Economic and Social Development (BNDES), will help plug the gap. Changes to the constitution made last year allowed it to open to the private sector many areas of the economy previously reserved for state companies, including telecommunications, electricity generation and supply, transport, the petroleum industry, water supply and sanitation. Some service providers will be sold outright; others will be put under new management in the form of concessions.

There has already been

some progress. Two sections of the federal rail network were transferred to private management earlier this year and freight tariffs have fallen by up to 50 per cent. Private companies are managing some federal and state highways; others have taken over construction of power stations, stalled for lack of public funds. The government's biggest achievement so far was selling controlling stakes in two big electricity distributors.

By early next year, the telecommunications ministry hopes to sell concessions to operate "B band" cellular telephone services. The "A band" version, run by the state companies will follow, along with satellite and other value-added services and, finally, conventional telephony. The government hopes the number of lines per 100 inhabitants will increase from 6.5 to 15 by the end of 1998, and that the private sector - including foreign investors - will provide most of the estimated R\$32bn needed to achieve that target.

In electricity, the government plans to sell its remaining generation and distribution companies. It will encourage state govern-

ments, which own much of the country's electricity industry and are even shorter of investment capital than the federal government, to follow suit. São Paulo hopes to sell electricity assets worth an estimated \$20m.

In transport, the federal government plans to sell the remainder of its rail network by the end of 1998. More roads will go under private management.

The need for investment is pressing. The telecommunications system has failed for years to keep pace with demand for services. The electricity industry faces the spectre of power rationing in two or three years if economic growth continues at recent levels.

Investment in transport offers impressive savings. In spite of Brazil's enormous size, most freight travels by road. Rice, for example, is transported by lorry from the south to the north east at a cost of more than \$100 a ton. Carrying it by coastal shipping, says Mr Roberto Hukal, an infrastructure consultant at BVI-Techno-plan in São Paulo, would cut this to \$30 a ton.

Investment in river transport would improve access

to deep-water ports in the north east for soya farmers in the centre of the country. From the port of São Luis, grain can be carried to Rotterdam in 500,000-ton ships for \$3 a ton; getting it to the port currently costs about \$55 a ton. Better river transport could cut that cost in half and give Brazil a big competitive advantage over soya producers in the US, says Mr Hukal.

Attractive though these projects sound, they will have to fight for a share of the world's investment capital with projects in other developing markets. Critics of Brazil's privatisation programme say it may lose out because it pays too much attention to raising money and not enough to improving efficiency.

"Brazil could learn a lot from Argentina," says one observer, "where private investors are set a target for delivery of, say, x amount of power to x number of customers and asked to provide a solution."

The Brazilian government has tended to design projects first and look for private financing second. A proposed pipeline to carry natural gas from Bolivia to Brazil, for example, has been criticised

for being over-ambitious and putting the interests of Petrobrás, the state oil company that will operate the pipeline, over those of customers.

A law introduced last year provided the legal basis for granting public service concessions and has done much to boost investor confidence. The government is currently preparing legislation to establish regulatory bodies for the telecommunications and electricity industries. It managed to sell two electricity distributors and is likely to put cellular telephone concessions up for sale before the regulators are in place. (Investors consider the potential for growth in these areas big enough to risk rule changes later.) But real progress in most sectors will only come when the legal and regulatory environment is more certain.

Nevertheless, the flow of investment funds to Brazil is increasing. The International Finance Corporation (IFC), the private sector arm of the World Bank, has committed \$65m in equity and \$1.6bn in loans to 151 projects and has already succeeded in attracting overseas private investors through its syndicated loan programme.

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On the waterfront: King Kong (left) and Jurassic Park (right) are to come to town in five years after nearly a decade of attempts to establish a rival to match the successful attractions of Tokyo Disneyland

Picture: Universal City Studios

■ Universal Studios: by Gerard Baker

Osaka mounts giant movie theme park challenge

The long-term aim of the project is to bring the economy of the region back to life

Tokyo's Mickey Mouse is about to get a Kansai cousin - King Kong in Osaka. In five years time, in the heart of the city's waterfront area, a host of Japanese and international backers will launch Universal Studios Japan, a near perfect replica of the giant movie theme park in Florida.

The project, the first Universal theme park outside the United States, will mark the culmination of almost a decade of attempts by the various parties to establish a rival to the phenomenally

successful Tokyo Disneyland, which opened on Tokyo Bay more than a decade ago. And it marks a considerable coup for the local government in Osaka itself in its attempts to revitalise the city and to shed once and for all its image as a drab, industrial wasteland.

The first rough plans were drawn up ten years ago, when MCA, the company that owns the Universal name and all that goes with it, began looking around for a Japanese version of the theme-park model. In Orlando, Florida, a bigger, better park than the Los Angeles original was opening, and given the enthusiasm of the Japanese for the American motion picture industry, the country seemed like the perfect loca-

tion for the next attraction.

MCA teamed up with an unlikely partner, Nippon Steel, the world's largest steel maker, which owned a number of huge plants all over Japan, but which was in the process of a prolonged restructuring. The steel company had already toyed with plans to turn some of its old steel mill sites into theme parks, and it proposed a couple of possible locations for MCA.

In the turbulence of the next few years, however, those early plans were gradually shelved. First Matsushita, the electronics giant, bought MCA, complicating the negotiations. Then the bubble of soaring land prices burst, and the Japanese economy entered a protracted downturn.

But a few years ago, the plan was revived with the help of the Osaka city government.

The city, anxious to develop some of its decaying industrial city-centre sites, stepped in and offered MCA the opportunity to build right in the heart of Japan's second city. With little prospect of lengthy planning problems, the company and a host of financial partners, jumped in.

"Osaka presented us with a very attractive proposition," says Mr Yoji Yamamoto, representative director of MCA in Japan. "The site was a good one and they offered us the prospect of smoothing over all the usual problems associated with such a big project."

For Osaka, the deal looked

just as attractive. Independent estimates suggest that if successful, Universal could bring in as much as ¥1,000bn per year for the local economy.

"We saw the chance to build a project that would not only restore some of the old industrial coastal areas of the city, but would ultimately be a great benefit to the whole of Osaka," says Mr Keisuke Morita, then a director of the Osaka Port Authority and now president of Universal Studios Japan.

By February this year the basic plans were ready and the project formally announced. The company, Universal Studios Japan Corp, has initial capital of ¥4bn, of which a quarter was subscribed by the City of Osaka, 10 per cent by Sumitomo Metal Industries and 5 per cent by MCA affiliate, Sumitomo Corp, the trading company, and Hitachi Zosen, the ship-

builder. The rest will come from more than 30 other companies. By the time the park opens in 2001, that capital will have risen to ¥40bn, with a substantial stake to be held by the British-owned Rank Organisation.

Clearance work on the 54ha main park site will begin soon and construction proper gets under way in 1998. The park will have good access to the main arterial rail and road routes and is just across the bay from Kansai International airport.

Comparisons with Tokyo Disneyland form the mainstay of financial projections for the operation. About 15m people a year visit the bigger Tokyo park.

That represents a total of about one quarter of the local Tokyo population plus a significant proportion from further afield. Applying a similar formula gives an estimated 6m local visitors a year to Universal and about

a further 6m customers from more distant sites. In all, they are expected to spend about ¥1,500bn per year. On this basis, USJ should be operating at a profit after four years, and should have repaid all loans after 18 years.

The financing sums involved are frighteningly large, however. The operation needs about ¥120bn in loans from banks in addition to its ¥40bn capitalisation.

Since the land is leased, there will be no lands collateral available to secure the loans, the traditional lending pattern in Japan, and banks can be expected to look for firm guarantees from the various companies involved.

But these concerns do not appear to trouble the principal operators. MCA and the Osaka local government believe the site will eventually expand into much more than a simple theme park. The long-term aim of the

project is nothing less than the creation of a Universal Studios City on the shore of Osaka Bay, home to a range of the latest high-tech media-related industries. In addition to the 54ha allotted to the park itself another 102ha have been set aside for development of nearby land for such businesses. MCA believes that all kinds of entertainment related companies will be attracted to the region because of the park.

"What we hope is that the area will become the Asian hub, not just for us, but for a whole range of media and non-media related activities," says MCA's Mr Yamamoto.

It is an ambitious goal, and one that will require more than just the appeal of a popular theme park. But if it can be achieved, it will play a crucial part in the regeneration of the entire Kansai region.

■ Financial institutions: by Emiko Terazono

Confidence eroded

The Osaka municipality has refused financial aid for the loan recovery bank

The balance of the state-run postal savings in Kansai has risen sharply. This has been one of the more conspicuous reverberations of the erosion in confidence triggered by last year's turmoil among the financial institutions based in the region.

Although all depositors of the failed Kizu Credit Union, based in Osaka and Hyogo Bank, a Kobe-based regional bank, were bailed out and the finance ministry announced that the worst was over, many have chosen not to turn to private banks and credit unions. As a result, the postal savings balance in Osaka, Hyogo and Nara recorded double digit increases.

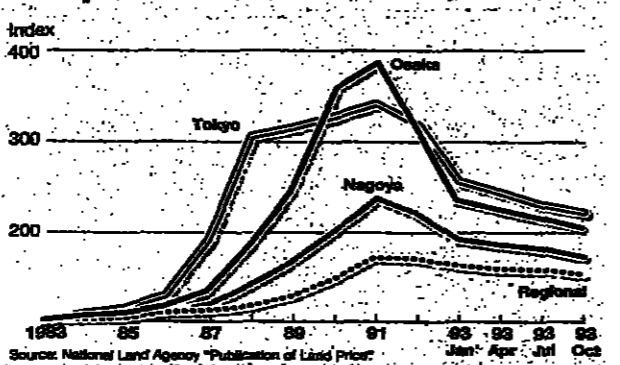
Indeed, although stability of a sort has returned to Kansai's financial community, the depositors and investors have not quite got over the liquidations of one of the country's largest credit unions and a leading regional bank. They remain unconvinced of the health of the region's institutions.

While the direct trigger of the region's problems has been the devastating Kobe earthquake early last year, financial authorities point to some symptoms typical of Kansai for the institutions' woes.

The root of the problem was the fierce competition over market share among regionally-based financial institutions in Kansai. Bolstered by record low interest rates and the subsequent asset boom during the late 1980s, the banks aggressively lent to projects linked to real estate.

On top of the smaller regional institutions well-established in Kansai, large city banks based in Tokyo also joined the fray, adding to the heated race to extend property related loans.

Land price trends



Although the whole nation was caught up in the property boom, the excessive competition in Kansai caused a sharp rise in property prices in Osaka, exceeding any other region in Japan including Tokyo.

The property boom in Osaka came a few years later than that of Tokyo, but at its peak in 1991, commercial land prices in the region rose 3.9 times from that of 1983 levels compared to 3.4 times in Tokyo. Residential prices in Osaka tripled during the same period while in Tokyo prices rose 2.5 times.

In the wake of the burst of the asset "bubble", the surge in property values resulted in an equally sharp drop, making Kansai home to some of the more notoriously troubled financial institutions. In order to ensure liquidity, the institutions returned excessively higher returns on deposits.

Prior to the collapse of Kizu and Hyogo, the code names jokingly used within the financial community when referring to Kansai's problem banks - Hyogo, Hanwa Bank and Bank of Osaka - was H.O. Hanwa and Osaka have managed to withstand the sharp fall in deposits prompted by the failure of Hyogo, but both have been forced to liquidate financial and leasing affiliates.

Kizu was referred to as the bad loan yokozuna (sumo champion) in western Japan, while Cosmo Credit Union

was dubbed the yokozuna of the east - the latter had failed a month prior to Kizu.

When the failure of Cosmo last summer triggered massive deposit withdrawals at Kizu, causing the Osaka municipal government to order its suspension, the ministry of finance and the Bank of Japan, fearing a spread of loss of depositor confidence announced a rescue plan for Hyogo at the same time.

With assets of more than ¥3,967bn, Hyogo was among the world's 200 largest banks. It lent an estimated ¥1,470bn to property-linked projects and was left with large contingent losses after the collapse of the property market. The Kobe earthquake damaged the largely uninsured property, resulting in an addition to bad loans, while the local population's urgent need for cash for reconstruction led to a draining of deposits.

While the assets and liabilities of Hyogo have been transferred to a new bank with the help of local businesses and Bank of Japan loans, Kizu has been liquidated and its bad loans transferred to the new bad loan collecting entity.

The Resolution and Collection Bank, modelled after the Resolution Trust Corporation of the US, was launched at the start of this month and will try to recover loans of bankrupt credit unions. Aside from Cosmo, Kizu, and Tokyo

Kyowa and Anzen which were liquidated in 1994, the RCB has also taken on the bad loans of three other bankrupt Osaka-based credit unions Osaka, Sanyo and Kanmi.

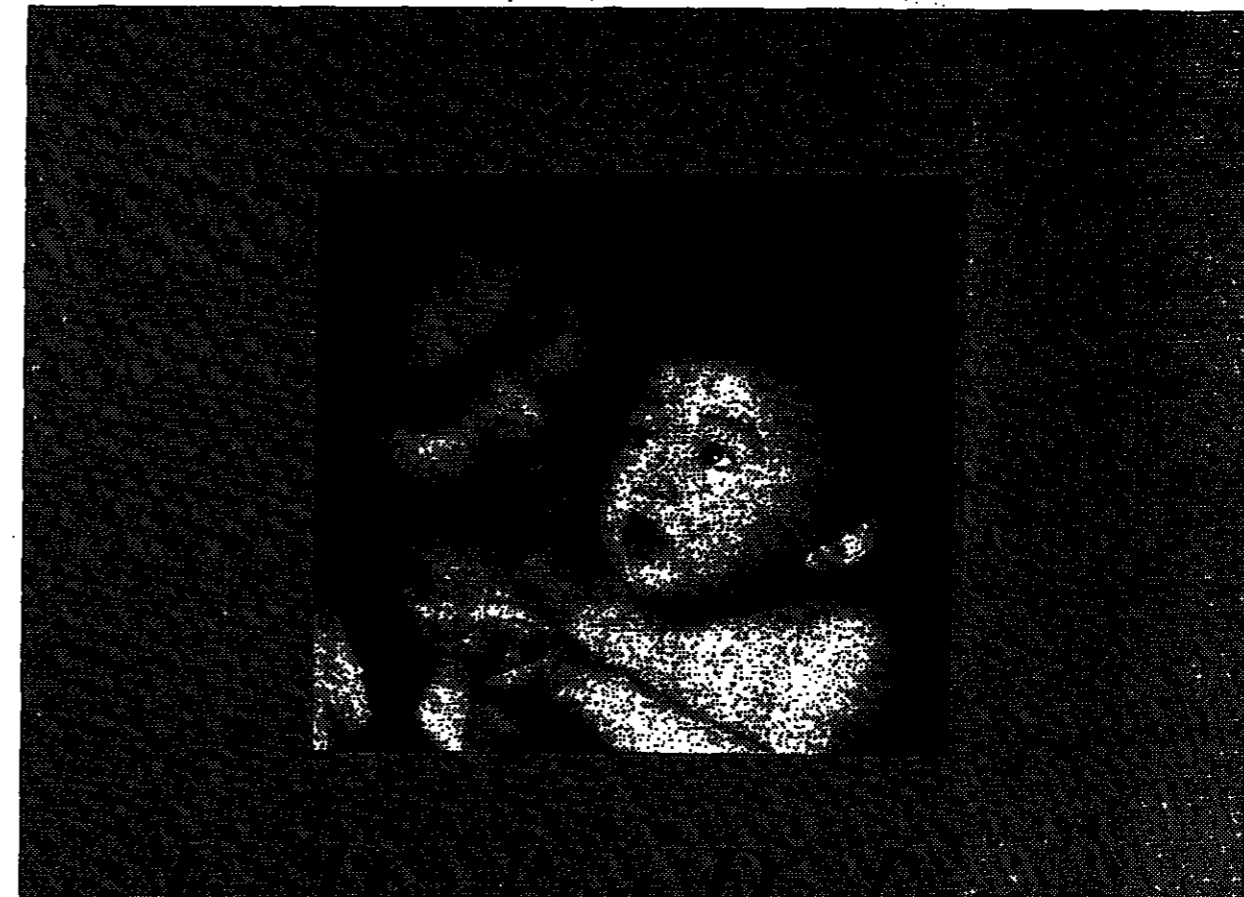
With four of its credit unions under the umbrella of RCB, Osaka is facing pressure from the ministry of finance to provide financial aid to cover loan collection costs.

While the Osaka municipal government has refused to provide financial aid for RCB due to strong opposition among residents, the ministry of finance is expected to continue lobbying for its contributions. With more small credit unions expected to go under, the ministry wants the Osaka government to set a precedent for other municipal governments.

Meanwhile, the Osaka financial community was also shaken last year by the Daiwa Bank affair, where a bond trader in the US hid losses of \$1.1bn from unauthorised bond transactions over a 11-year period. Although Daiwa is one of the country's leading 21 banks, a large part of its business is conducted in the Kansai region and it is regarded as a large regional bank.

Revelations that the bank had told ministry of finance officials caused an uproar within the international financial community, while suspicions of organisational involvement resulted in the bank's expulsion from the US.

At the time when the scandal broke, Sumitomo Bank, which is also headquartered in Osaka, showed regional camaraderie by indicating it was ready to support Daiwa and buy its US assets. This heightened expectations of a merger between the banks. However, although Sumitomo's calls calmed investors and depositors, such expectations have since died down due to apparent reluctance on the part of Daiwa to participate.



THE I Ching Duration

According to the ancient Chinese philosophy of yin and yang, the universe is composed of opposing but interdependent forces. Interestingly, this philosophy resembles the concept of homeostasis, the natural balance that occurs within living organisms, including the harmony between antagonists and agonists that regulate vital functions. Thus, an important factor in the search for new medicines is developing compounds that work together with the body's own restorative and regenerative abilities.

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	1994	1995	Forecast: 1995-2000
Real GDP (Kansai)	-0.3	1.7	3.5
Growth in public sector spending	4.3	22.3	4.7
Real GDP (Japan)	0.6	1.8	2.6
Growth in public sector spending	1.3	4.3	3.8
Difference in growth rates (%)	-0.9	0.1	0.9

Source: Sumitomo Research Institute

APPLICABLE

IV KANSAI

Kobe: by Michio Nakamoto

More than houses shaken

Community spirit showed up the shortcomings of a highly centralised government

More than a year and a half since Kobe was hit by an earthquake that devastated much of the city, killed more than 5,000 citizens and displaced tens of thousands more, the restoration of city life appears, on the surface, to be making good progress.

More than 80 per cent of sea routes from Kobe have resumed regular service and trading has returned to pre-quake levels. Many of the main buildings that collapsed have been rebuilt and the city centre is once again bustling with activity.

But even as time has allowed the city to rebuild its infrastructure, and most of Kobe's larger companies have resumed operations, the scars that have been left by the earthquake on citizens remain deep.

In addition to the bent steel and crumbled concrete that has become an enduring image of urban vulnerability, the earthquake left in its wake a different kind of destruction - that of the human relationships which constitute the fabric of communal life.

Many Kobe citizens, unable to overcome the horror of their experience in the early morning of January 17 1995, and the strains from the difficult living conditions forced on them in the aftermath and from the destruction to life as they knew it,

have become estranged from family and friends.

Doctors have reported increased cases of post-traumatic stress disorder, with symptoms ranging from sleeplessness to aggressive behaviour, putting tremendous strain on relationships both at home and in the workplace. Marriage counsellors have noted a large number of divorce cases triggered by the difficulties of living in the aftermath of a major tragedy.

Many of those who lost their homes and were forced to move into temporary housing provided by the government, found themselves unable to cope with the unfamiliar environment and the loneliness of being uprooted from their communities.

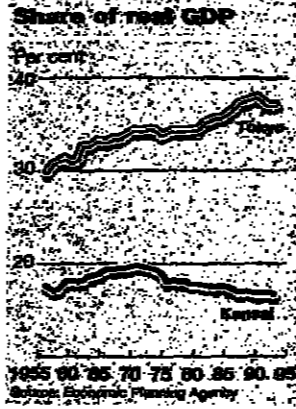
In particular, many elderly and disabled people who were given priority by the authorities in receiving temporary housing, suffered from being displaced from their familiar surroundings and from the lack of regular human contact in an artificial village of makeshift houses occupied by total strangers.

Immediately after the temporary houses became available, more than a dozen elderly citizens, many of whom lived alone in their new and strange neighbourhoods located miles outside the city, quietly passed away. Some were only found days after they had died.

As the experiences of Kobe's citizens in the aftermath of the earthquake show, the lessons provided by the tragedy go beyond those of seismology and structural engineering.

The earthquake which shook Kobe has reminded the Japanese public of the importance of the community in urban life, particularly in times of disaster.

Whether or not a strong sense of community existed in a particular area has made a significant difference to the ability of local residents to limit the damage from the earthquake and then to rebuild their lives, says Mr Kikuo Nishibori, a director of the Osaka Institute of Local Government.



In the immediate aftermath of the earthquake, public disaster relief efforts often failed, in part due to the extent of the damage inflicted and the lack of preparedness on the part of the authorities. Firefighters often could not reach blazing residential areas and, in the period following the disaster, many elderly or disabled people were left without the kind of care and attention they required.

However, in areas where a strong sense of community already existed, people were able to help themselves deal with the disaster without waiting for help from public services, which was often late in coming.

For example, in the Mano district, one of Kobe's worst-affected areas where nearly 60 per cent of houses were destroyed, the existence of a strong community movement helped mobilise residents to put out the fires which erupted before the firefighters arrived, rescue residents buried under debris and limit the number of those killed.

Mano's experience in organising residents to achieve a goal, which had been developed through past community efforts, proved particularly effective in distributing food and relief goods to residents in a fair and efficient manner.

"People living in temporary shelters, those who are displaced, need to be taken care of. But unless a community exists where those temporary shelters are, such care cannot be provided," Mr Nishibori points out.



Kobe: one of the three great western Japanese cities, but long overshadowed by the hegemony of Tokyo

It has been the initiative of local residents in organising community efforts to extend a helping hand, which has prevented the isolation of the elderly and disabled in temporary housing districts, rather than any measures adopted by the central or local authorities.

At the same time that the earthquake highlighted the importance of the local community, it revealed the shortcomings of a highly centralised government such as Japan's in responding to a big and widespread disaster.

Critics of government efforts to restore Kobe to normal, point out that the concentration of power in the central government not

only prevented a quick response to the disaster but has also delayed the rebuilding of many areas and made it difficult for small businesses to resume operations.

For example, authority over important decisions on property development and land usage rests with the central, rather than local, government, making it a difficult and time-consuming process to rebuild damaged areas in a way that both satisfies the local community and meets the regulatory requirements.

The rigid division of responsibilities that characterises the central government has also made it difficult for many people to

overcome the problems of rebuilding their lives in dramatically changed circumstances, notes Mr Nishibori.

For example, a shop-owner who has lost his shop, which is also his residence, has to deal with bureaucrats overseeing commercial matters and those in charge of housing issues. And if he wants to set up his shop/residence in another district, the situation becomes even more complicated since he will have to deal with the authorities in charge of both his old district and the new one.

Since there is no one he can go to who can deal with the problem as a whole, it becomes an extremely time-consuming process, Mr

Nishibori says. Mr Nishibori and other point out that there is clear need to devolve authority to a more local level.

Nearly 40,000 Kobe citizens still live in temporary housing that was intended to last for a period of just two years.

Unless the government acts on the lessons provided by Kobe, not only will the process of rehabilitating the tens of thousands of Kobe's citizens who still do not have a home, a job, or both drag on, the same failure in disaster relief and reconstruction that has been demonstrated this time, is likely to be repeated in a future tragedy.



Osaka: headquarters of the scandal-hit Daiwa Bank

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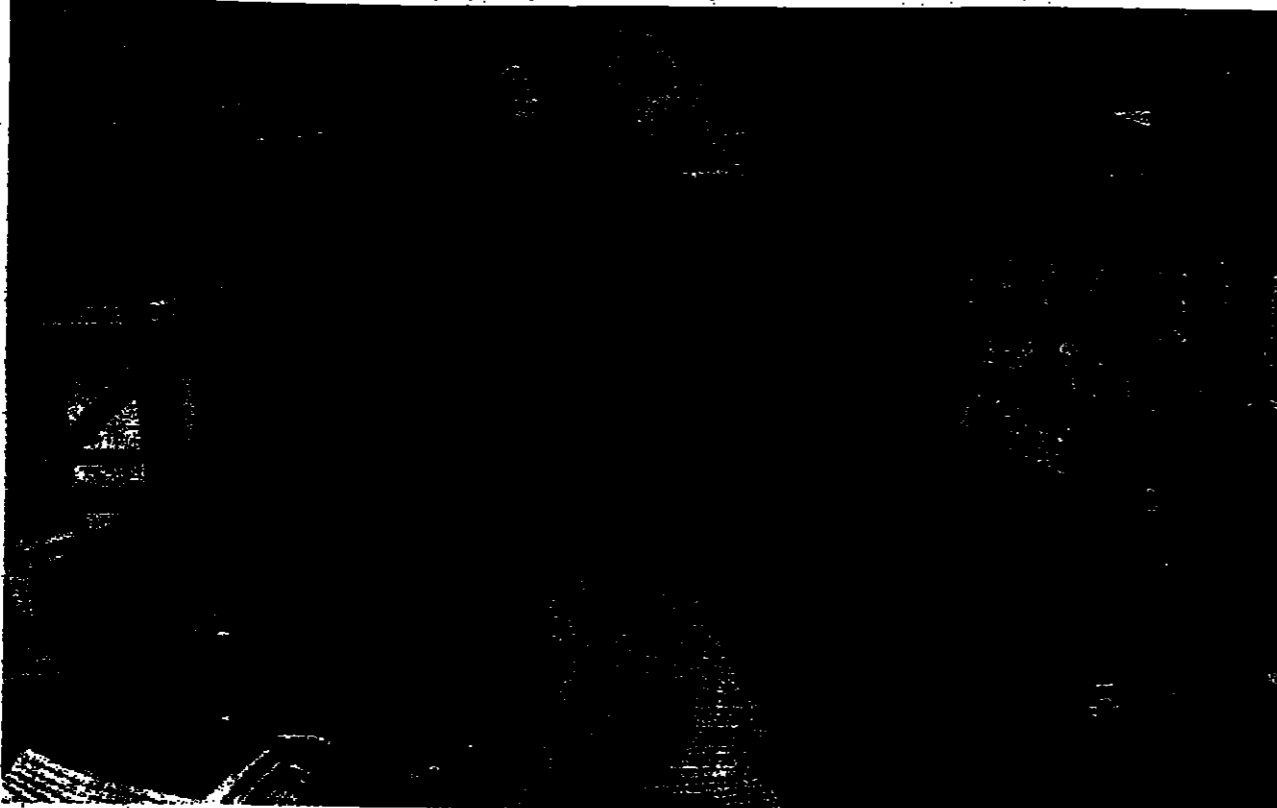
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مكتبة الامم المتحدة



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Photo: Universal City Studios

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was dubbed the yokozuna of the east - the latter had failed a month prior to Kizu.

When the failure of Cosmo last summer triggered massive deposit withdrawals at Kizu, causing the Osaka municipal government to order its suspension, the ministry of finance and the Bank of Japan, hearing a spread of loss of depositor confidence announced a rescue plan for Hyogo at the same time.

With assets of more than ¥3,967bn, Hyogo was among the world's 200 largest banks. It lent an estimated ¥1,470bn to property-linked projects and was left with large contingent losses after the collapse of the property market. The Kobe earthquake damaged the largely uninsured property, resulting in an addition to bad loans, while the local population's urgent need for cash for reconstruction led to a draining of deposits.

While the assets and liabilities of Hyogo have been transferred to a new bank with the help of local businesses and Bank of Japan loans, Kizu has been liquidated and its bad loans transferred to the new bad loan collecting entity.

The Resolution and Collection Bank, modelled after the Resolution Trust Corporation of the US, was launched at the start of this month and will try to recover loans of bankrupt credit unions. Aside from Cosmo, Kizu, and Tokyo

Kyowa and Anzen which were liquidated in 1994, the RCB has also taken on the bad loans of three other bankrupt Osaka-based credit unions Osaka, Sanyo and Kenmei.

With four of its credit unions under the umbrella of RCB, Osaka is facing pressure from the ministry of finance to provide financial aid to cover loan collection costs.

While the Osaka municipal government has refused to provide financial aid for RCB due to strong opposition among residents, the ministry of finance is expected to continue lobbying for its contributions. With more small credit unions expected to go under, the ministry wants the Osaka government to set a precedent for other municipal governments.

Meanwhile, the Osaka financial community was also shaken last year by the Daiwa Bank affair, where a bond trader in the US bid losses of \$1.1bn from unauthorised bond transactions over a 11-year period. Although Daiwa is one of the country's leading 21 banks, a large part of its business is conducted in the Kansai region and it is regarded as a large regional bank.

Revelations that the bank had told ministry of finance officials caused an uproar within the international financial community, while suspicions of organisational involvement resulted in the bank's expulsion from the US.

At the time when the scandal broke, Sumitomo Bank, which is also headquartered in Osaka, showed regional camaraderie by indicating it was ready to support Daiwa and buy its US assets. This heightened expectations of a merger between the banks. However, although Sumitomo's calls calmed investors and depositors, such expectations have since died down due to apparent reluctance on the part of Daiwa to participate.



IN PERFECT BALANCE

According to the ancient Chinese philosophy of yin and yang, the universe is composed of opposing but interdependent forces. Interestingly, this philosophy resembles the concept of homeostasis, the natural balance that occurs within living organisms, including the harmony between antagonists and agonists that regulate vital functions. Thus, an important factor in the search for new medicines is developing compounds that work together with the body's own restorative and regenerative abilities.

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	1994	1995	Forecast 1995-2000
Real GDP (Kansai)	-0.3	1.7	3.5
Growth in public sector spending	4.3	22.3	4.7
Real GDP (Japan)	0.6	1.6	2.6
Growth in public sector spending	1.3	4.3	3.8
Difference in growth rates (%)	-0.9	0.1	0.9

Source: Sanwa Research Institute

VI KANSAI

■ Kyoto: by Gerard Baker

At first, a city of blight not light

Even the concrete and steel cannot vanquish the spiritual serenity of the place

Paris East, they call it, and though the sobriquet was awarded in recognition of the exquisiteness of its cuisine, Kyoto likes to think of itself as a proper member of the club of world cities rich in the full range of cultural and artistic heritage.

With more than 1,000 years as the nation's capital behind it, and as home to thousands of places of historic interest it offers the tourist an architectural cornucopia every bit as inviting as the attractions of Paris.

But as they step off the train at Kyoto's bullet train station in the heart of the city, the 35m tourists who arrive every year could be forgiven for seeing a city of blight rather than a city of light.

Like most Japanese urban concentrations it presents a chaos of concrete and glass, with little concession to unifying architectural themes or to historic traditions. Instead, huge grey facades of offices and factories jostle for room with the pagodas and temples.

The most recent horror to have been perpetrated on the city's skyline may prove to be the final straw, however. Smack in front of the station, nearing completion after four controversial years, is a gleaming new green and blue glass office building. Like a perfectly placed blackout curtain it neatly eliminates what was left of that first panoramic view of the city over its roofs and gables. The protest it has provoked from residents and tourists alike may at last have forced Kyoto's planners (they do exist) to think more carefully in future before they approve.

"The station building has certainly been controversial," acknowledges Mr Tsutomu Hirano, of the Kyoto city tourism board, with a wistful smile. "But it is unlikely to happen again.



Ninnzaka, a winding, stone-paved pilgrimage route to Kiyomizu Temple in Kyoto

We now have clearly designated areas that we are committed to preserving because of their historic significance," he added.

To the casual observer it seems incredible that a city, whose ancient assets were enough to ensure its exemption from the US carpet bombing of Japanese cities in the last year of the second world war, could have succumbed to the ravages of its own builders and town planners. But, in fairness to the city, there are explanations for the spoliation of Kyoto

that lie deep in the country's social and economic roots.

Perhaps the most important reason is the essential evanescence that necessarily attaches to the city's stock of buildings. Regularly ravaged by earthquake, typhoon and fire, the life expectancy of most of Kyoto's buildings has never been long. And as Mr Toshihazu Higashikawa, of the city planning office, points out, it is only this time that the traditional need to rebuild the city frequently has caused such controversy

"Throughout our long history, every 100 years or so, we have been forced to rebuild almost from scratch because of disasters of one form or another," he says. "In the past, we were simply replacing wooden structures with wooden structures. Now we are substituting steel and concrete for wood and that provokes much more hostility."

The casual tourist must also sympathise with the city's economic priorities. Though tourism is an important source of revenue, pro-

viding about ¥500bn, or 10 per cent of the city's total income, Kyoto is, primarily, a modern industrial city, home to some of the biggest names in Japanese manufacturing, such as Nintendo and Kyocera.

"We have to remember that we have 1.5m people living in Kyoto," says Mr Higashikawa. "We cannot improve the quality of their life simply through a policy of preservation. We need to strike a balance."

But the problem is that the balance tilted almost

irrevocably in the direction of economic growth in the late 1980s, with more disastrous consequences for the Kyoto skyline. In the so-called "bubble" period, as the whole Kansai region experienced a rapid increase in land prices, the temptation to build became too much for most property developers, and the damage was done.

Now, in the wake of the battle over that last great eruption of bubble inflation, the new station building, the local government has imposed tougher rules on would-be developers. The ancient centre of the city, home to most of the familiar sites, is tightly ring-fenced against further development.

New industrial and commercial buildings are to be mostly confined to the less architecturally rich southern part of the city. And the green hills that surround the city and give it its natural basin effect are to be given extra protection.

In spite of the complaints, though, Kyoto remains a massive draw for tourists. Even though the urban blight already visited on the city cannot easily be reversed, neither has it eradicated the city's essential charm.

Perhaps that is because, close-up, unobscured by the brutal modern geometry next door, the exquisite beauty of the ancient sites - of Kiyomizu temple, the most visited place in the country, or of the arresting Golden and Silver Pavilions and others - is, truly, inextinguishable.

But perhaps it is really because even the concrete and steel cannot vanquish the spiritual serenity of the place. Whether imbued in a stroll around the central Pontocho district where tea houses and smart restaurants huddle invitingly over the Kamogawa River, or in an aimless loitering at dusk around the old entertainment quarter of Gion - waiting to catch an elusive glimpse of a silken geisha disappearing down a back street - the ancient appeal of Kyoto lives on.

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A BETTER APPROACH TO BUSINESS

■ Pharmaceuticals: by Michiyo Nakamoto

An attractive venue for market access

The partnership between Japanese and foreign companies has been crucial

Kansai has always been a magnet for leading pharmaceuticals companies from overseas seeking to do business in Japan, the second largest market for pharmaceuticals in the world.

In Osaka, the Japanese capital of western medicine, foreign companies are in comfortable proximity to the domestic industry through which most of them have built up their business in the Japanese market.

The main street of Doshomachi, in central Osaka, is lined with the offices and shops of numerous Japanese pharmaceutical companies, a legacy of the early days of western medicine in Japan when Osaka was the commercial hub of the country.

The large concentration of Japanese pharmaceutical companies in Osaka makes the city a natural home for foreign companies setting up operations. Most foreign companies have chosen to form alliances with a Japanese partner in order to break into what has often been a difficult market for newcomers.

Bayer, the German company, joined hands with Takeda Chemical Industries, one of Japan's leading pharmaceuticals companies, as long ago as 1907. Takeda, which was based in Doshomachi, obtained sole distribution rights for Bayer's products in Japan. With a history of close ties to the Kansai region and to Takeda, it was natural for the company to look to Takeda and Doshomachi when it set up a subsidiary in Japan in 1973.

The subsidiary, Bayer Yakuhin, was established as a joint venture with Takeda and Yoshitomi Pharmaceutical Industries and located in Doshomachi until space considerations prompted the company to relocate to larger offices near Shin-Osaka Station.

Zeneca, the British-based company, has a similar background to its relationship with the Kansai region. It also set up a joint venture with Sumitomo Chemical in 1974. The relationship with

Sumitomo, which is based in Osaka, determined where Zeneca would establish its Japanese subsidiary.

Both foreign companies emphasise that their alliance with a Japanese partner has been crucial in ensuring a smooth entry into the Japanese market. "We have found it very beneficial to be linked to Sumitomo," says Mr Naonori Ishihara, manager of Zeneca K.K. Pharmaceutical's general affairs department.

"In this business, the relationship with wholesalers is crucial, so having a reliable partner like Sumitomo has helped," he explains. At the same time, the relationship enabled Zeneca to contract out the manufacture of some products to Sumitomo's factories in Japan.

Mr Kazuyasu Sugitani, public relations manager at Bayer Yakuhin, points out that while the biggest problem for foreign companies in Japan is often distribution, Bayer's relationship with Takeda has shielded it from most of such difficulties. Bayer set up its own distribution centre in the Kansai region six years ago, but until then it distributed its products through Takeda.

While the concentration of pharmaceuticals companies in Osaka has historical roots, there are certain advantages for the companies, both foreign and domestic, in being close to each other.

The proximity makes it easier for companies in the industry to communicate with each other and exchange information. This is increasingly important in the industry where the high costs involved in developing and marketing a new drug have forced companies to co-operate with each other.

"Since it takes 10 to 15 years to develop a new drug and it costs anywhere between ¥10bn to ¥15bn, many companies are joining hands in co-development and co-marketing arrangements, and being close to each other makes it easier to find partners," points out Mr Sugitani.

Representatives of foreign pharmaceuticals companies in Osaka, from public relations personnel to top executives, meet regularly to exchange information. Contact is kept up with the

domestic industry on a regular basis through the Osaka Pharmaceuticals Association to which most members of the industry, both domestic and foreign, belong. "That may be a characteristic of Kansai business - they like to get together and exchange information," Zeneca's Mr Ishihara notes.

Lower land prices in the Kansai region are a definite advantage for companies which are looking to set up their own distribution or manufacturing facilities. For foreign pharmaceuticals companies, the long history of the pharmaceuticals industry in the region has also nurtured a greater understanding of the industry among the local population, Mr Sugitani at Bayer points out.

The local authorities in the Kansai area not only know a lot about the industry but take pride in it and this makes it easier to do business, he notes. The fact that the local people are also

well informed about the industry also meant that when Bayer set up its factory in Koka, the locals did not react to the news in an alarmist manner as they might have in other parts of Japan, but were very understanding, Mr Sugitani says.

The concentration of the industry in the region has also helped foreign companies to overcome the problem of attracting Japanese workers since students who are interested in working in this sector gather in the Kansai region.

Throughout its strong expansion in Japan, from 120 employees when it was first established in 1974 to 1,030 this year, Zeneca has never experienced trouble recruiting in Japan, the company says.

But the Kansai region does have some drawbacks. Tokyo, being the unrivalled centre of Japanese business and government, provides the kind of instant access to policy formers and

to first hand information that is not available for those who are a three-hour train ride away. For that reason, many Kansai companies, including Japan's leading pharmaceuticals companies, keep substantial head office operations in Tokyo as well as at their Kansai headquarters.

Zeneca has a regulatory affairs division which deals with the Japanese health authorities in both Osaka and Tokyo. It also has a separate development division in Tokyo where the large number of university hospitals makes it easier to conduct clinical trials. The number of clinical trials conducted in Tokyo outweighs those carried out at Osaka by a ratio of about 8 to 4.

The frequent need to have direct contact with bureaucrats at the Ministry of Health and Welfare, also means there is a need for a Tokyo presence.

The consensus, however, is that what inconveniences do exist are minor and likely to diminish further. The growing decentralisation and deregulation of the Japanese economy, the internationalisation of the Kansai region, particularly with the opening of the Kansai International Airport, and the freer flow of information will continue to reduce any disadvantages in not being located in Tokyo.

Some foreign companies may have relocated from the Kansai region, or had second thoughts about remaining there, following the earthquake that hit the region last year.

But for foreign pharmaceuticals companies the benefits far outweigh the disadvantages.

"Since the Kansai business community has been putting a lot of emphasis on building up the region, the business environment just keeps getting better and there is no reason to move," says Mr Sugitani enthusiastically.

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Thames Valley / Munich

Our Client is Europe's leading Value-Added Distributor of computer networking products and services. Working in genuine partnership with its smaller customers, the company is one of the fastest growing and most successful PLCs listed on the London Stock Exchange. This rapid growth and the need for first class management information and processes to support it have led to the creation of exciting and challenging roles looking after businesses in the £160 million turnover UK and Scandinavia region and the DM165 million Central European region, encompassing Germany, Austria, the Czech Republic and Italy.

THE POSITIONS

- Responsible for all planning, forecasting, financial and management accounting for the businesses. Particular emphasis on cash collection. Liaising with Group on tax, treasury and compliance issues.
- Broad, proactive roles, devising and implementing systems and processes to optimise business performance and management control.
- Leading and motivating dedicated accounting teams in regionally disparate staff. Dealing with professional advisers. Managing ad-hoc projects in support of customers and colleagues.
- Senior and influential positions, working closely with Regional MD and other Directors.

THE CANDIDATES

- Bright, entrepreneurial and energetic graduate Accountants. Perhaps MBAs.
- Strategic team leaders, familiar with the dynamics of a high volume distribution business. Hands-on, business focused approach.
- Clear commercial thinkers, problem solvers with true customer focus and negotiation.
- Extensive experience, able to win respect in a challenging 'Can Do' management environment.
- Fluent German and familiarity with German business practice essential for Central European position.

Please reply in writing quoting reference number L318, giving full salary details and enclosing a copy of your CV to the address below.

International
Executive Search &
Selection.

HANOVER FOX
INTERNATIONAL

Hanover Fox International,
8 Hanover Street, London W1R 9HF
Tel: +44 (0) 171 290 2622
Fax: +44 (0) 171 290 2636
E-Mail: hanoverfox.lde@dial.pipex.com

PEEK
TRAFFIC

Price Waterhouse

EXECUTIVE SEARCH & SELECTION

Regional Finance Director Bangkok

c.£60,000 + attractive expat package

Peek Plc is a world leading multinational electronics group focusing on traffic and field data systems. Listed on the London Stock Exchange, its turnover is in excess of £190 million and activities span Europe, North America and Asia.

The Finance Director will be responsible for all finance related activities throughout the Asia Pacific region where currently Peek Ltd has offices in Bangkok, Hong Kong, Beijing and Kuala Lumpur. The Finance Director will report to the Managing Director of Peek Asia and be located in Bangkok.

Experienced in conducting business in Asia, a self-starter with a good sense of humour, the Finance Director will be technically strong, qualified and commercially aware. Sound financial and operational

management experience will have been gained in a dynamic company and will cover contract accounting and control and major contract negotiation.

A salary of around £60,000 plus expatriate benefits and other rewards will be offered.

If you feel that you match these requirements please send a detailed CV setting out your experience in Asia and quoting reference A/1687 to Alannah Hunt at:

Executive Search & Selection,
Price Waterhouse Management Consulting Ltd,
Southwark Towers,
32 London Bridge Street,
London SE1 9SY.
Fax: 0171 939 3454

مكتبة الامم المتحدة

مكتبة الاموال

UK FINANCE DIRECTOR

London

Competitive Package and Substantial Benefits

Landor

Founded in 1941, Landor Associates is the world's leading multi-disciplinary international design consultancy. Providing strategic design services for clients worldwide, the Company represents the most diverse range of disciplines in its field ranging from design, marketing, naming and research to communications.

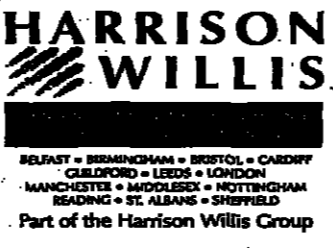
Company headquarters are based in San Francisco with regional headquarters in Europe and Asia, and support offices in many other countries. Landor Associates, a subsidiary of Young and Rubicam, employs some 400 staff worldwide and has income in excess of \$50 million.

As a result of a restructuring of the European headquarters to accommodate ongoing growth, Landor Associates is now looking to recruit a Finance Director for its London based operation. Reporting to the Managing Director, and functionally to the European Finance Director, you will assume responsibility for all financial and management reporting together with tax, treasury, statutory and legal matters. Additionally, you will be required to contribute substantially to the overall profitability of the business by advising on all financial, contractual and commercial aspects of the operation, as well as human resource management and administration.

The successful candidate will be in his/her early to mid thirties, highly motivated, with a prestigious professional accounting and/or business qualification. He/she will have gained sound commercial experience, preferably from among one or more of the design, architectural, marketing communications, management consulting or general professional service sectors. Excellent financial technical skills will be taken for granted; the successful candidate's general business and commercial skills will set him/her apart from the others.

Language skills, especially French and/or German, will be an advantage.

To be considered for this exceptional opportunity you should contact our retained consultants, **Matthew Jacques or Chris Hermanssen** at Harrison Willis, Casual House, 39-40 Albemarle Street, London W1X 4ND with a detailed CV or telephone them on +44 171 629 4463 (day) +44 (0) 7000 781238 (even/weekends). Alternatively, visit the Harrison Willis web site at <http://www.hwgroup.co.uk/> or email them on recruitment@hwgroup.co.uk to register your interest on line.



INTERNATIONAL JOINT VENTURES ACCOUNTANT

Oil and Gas E&P

Central London

Excellent salary and benefits package

HARDY OIL & GAS plc

Hoggett Bowers

EXECUTIVE SEARCH & SELECTION

Hardy Oil & Gas is an internationally focused upstream business, whose commercial success has involved it in a number of exciting new developments which will reach an operational stage in the next few months. One immediate result is a requirement for an experienced International Joint Ventures Accountant who will:

- Represent Hardy's interests as operator in a wide range of commercial, procedural and technical negotiations with partners and other third parties
- Ensure effective systems and accountant support to JV field personnel
- Design and implement the systems and procedures for managing international JVs
- Be fully responsible for building and leading the Accounts team to service them

You will be a qualified accountant with over 10 years' experience, including operatorships, hands-on exposure to similar environments and a track record of adding value in joint ventures internationally. Your commercial skills will gain business advantage for Hardy, through effective negotiation of JVA, JOAs and the financial aspects of substantial JVs, while your procedural strength will ensure timely and accurate flow of information and reporting to management, colleagues and partners. This is a key appointment in a rapidly expanding business with excellent career prospects.

Interested candidates should write with full CV, quoting current rewards package to Richard Roberts or Simon Musgrave, Hoggett Bowers, 7-9 Bream's Buildings, Chancery Lane, London EC4A 1DY, Tel: 0171 430 9000, Fax: 0171 405 5995 quoting ref: HRR/5635/FT.

West Midlands Careers Forum for newly and recently qualified Accountants

6.30pm - Presentations by:

Lucas
KPMG
WOODHAMPTON
Baker Tilly
Laura Ashley
Markita
Widowood
aston villa

An excellent opportunity to meet key people from leading local employers, who may be recruiting over the coming year. The evening offers unique insight into your career options with easy access to some of the best opportunities.

In addition our consultants will be available to discuss your requirements and provide information and literature from many other leading organisations.

- Confidentiality assured - No companies other than those presenting will be in attendance.
- Career pack available including comparative local/national salary guide.
- Advice on CV preparation and interview techniques.
- Registration on overseas opportunities by Tim Newton, International Recruitment Advisor.
- Refreshments/Free parking.
- Automatic entry to prize draw (called on the night).

To make your reservation for this informal event contact Jen O'Farrell, Regional Director on 01902 771875, Monday to Friday between 9am and 6.30pm (24 hour telephone). Alternatively call your local office.

Hays Accountancy Personnel

BIRMINGHAM 0121 266 3338
CHESTER 01242 226227
COVENTRY 01203 257462

GLoucester 01452 528222
SOLihull 0121 711 4101
SToke 01782 267469

TELEfORD 01827 286822
W'hAMPTON 01902 771875
Worcester 01905 726427

FINANCIAL DIRECTOR

Automotive Industry

Kent

c £55,000 + Car + Benefits

Our client is a highly successful subsidiary of a major international group, engaged in the manufacture of products for automotive OEM and aftermarket applications. Operating in a highly competitive marketplace, the company can attribute its on-going success to rigorous financial and cost control and a firm commitment to product quality and customer service. The appointment has arisen at a time of change in the business and the company is in the early stages of developing a strategic global presence, in order to maximise its competitive advantage.

THE POSITION

- Reporting to the Chief Executive of an £85m turnover business.
- Full functional responsibility for all financial matters, comprising the reporting requirements of the parent company, in addition to management accounting, budgets, forecasts and systems development.
- Maintaining a watching brief over the activities of operating units and dealing with issues where appropriate.
- Providing significant commercial input into the management of the business, supporting the Managing Director on a range of strategic and operational issues, which is expected to include acquisitions and cost reduction initiatives.

QUALIFICATIONS

- Qualified Accountant (ACA/ACMA/ACCA), preferably with an MBA, aged 30-45.
- A proven track record of an achievement at a senior level in a reputable manufacturing-based business, preferably a continuous process flow environment, with global operations.
- A strong commercial orientation, able to demonstrate significant experience of cost control and profit improvement. Personal qualities such as commitment and the presence to command a high profile across all areas of the business.
- Interpersonally strong with the intellect to contribute to the strategic development of the business.

Interested candidates should write, enclosing full career and salary details to the advising consultant, William Greenwell at Questor International Limited, 3 Burlington Gardens, London W1E. Please quote reference 307411.

QUESTOR INTERNATIONAL
A Michael Page Group PLC Company

KPMG CRITCHLEY GROUP

Group Finance Manager

1½ hours West of London/M4 c. £45,000 + significant bonus + benefits + car

Critchley Group Plc is a strong, focused and expanding international group, manufacturing specialist products for the electrical, electronic and telecommunications industries.

Many of the group's customers are major multinational companies around the world and to serve its expanding markets they have both launched and acquired 13 wholly owned subsidiaries spread over Europe, the US and the Far East. Over 50% of sales are outside of the UK and the growth of overseas markets features prominently in their strategic plans.

Today the company is well established with a market capitalisation in excess of £100 million and they are building a track record of strong earnings growth via both organic expansion and further key acquisitions.

As Group Finance Manager, you'll be number two to the Group Finance Director, within a small, highly professional Headquarters team, based in Cirencester.

You'll have to bring absolutely first class technical finance skill to a brief that will encompass planning, budgeting, analysis of business performance, ad hoc investigations, consolidations, management and statutory accounts, tax and treasury. Providing high level support to the Group Finance Director in all aspects of the group's control and development, you must have sharp commercial instincts and a strong grasp of current technology and analysis techniques.

A fluent communicator, your professional skills are likely to have been polished in a major blue-chip environment, with exposure to international business. German language skills are desirable.

The group offers excellent prospects for reward and career development. This will include a profit related bonus and generous benefits which reflect the importance of the position. Relocation assistance will also be given where appropriate.

If you have the experience and drive that we are seeking, please write with a full CV and details of your current remuneration to **Mavis Wood, KPMG Selection and Search, Richmond Park House, 15 Pembroke Road, Clifton, Bristol BS8 3BG. Tel: 0117 946 4000. Fax: 0117 946 4041.**

KPMG Selection & Search

FINANCE DIRECTOR (DESIGNATE)

Engineering Consultancy

London

To £50,000 + Car + Benefits

Operating within the international oil and gas sector, as consultants and project managers of turnkey contracts, this long established company has in recent years moved into more complex and multi-dimensional commercial relationships with some of the world's leading energy providers.

Having emerged from a challenging period of development the company is keen to put in place the essential foundations to facilitate long-term growth. It has commenced a restructuring and development programme to ensure that the staffing and operational structure is sufficiently flexible and pro-active to ensure its success in this new operating environment. The company's financial management has been the subject of intense scrutiny as part of this process and the need to recruit a top-line financial professional has been identified by the board.

Reporting to the Managing Director, you will:

- Provide strong financial leadership, ensuring that the finance function is effectively managed and developed to meet the growing needs of the business.
- Develop the detailed medium term business plan in line with objectives and strategies formulated by the Board.
- Ensure that the budgeting and forecasting process is effectively managed, ensuring that cost/profit centre managers and project managers are fully integrated into these processes.
- Take a lead role in identifying and implementing profit enhancing initiatives.
- Develop and regularly evaluate internal financial reporting to highlight performance issues in each arena in which the company operates.
- Assist the Board in evaluating feasibility and commercial attractiveness of bids and tenders.
- Advise on contract structuring in order to ensure risk-minimisation and maximum international tax efficiency.
- Manage a change process within the financial department with a view to establishing a project-oriented accounting culture.

You are an accountant with substantial post-qualifying experience in commerce, possessing commercial acumen, outstanding interpersonal skills and a desire for challenge. You will have an appreciation of the issues that arise in international service provision contracts, and be able to demonstrate a track record of managing business from both a financial and commercial perspective. Experience of change management would be desirable.

Interested candidates should write promptly to **Mark Rowley or Michael Herst** at **Herst Austin Rowley, 30 St. George Street, London W1R 9FA, enclosing a full Curriculum Vitae and quoting reference HAR495. Fax: 0171 409 7872. E-mail: har@globalnet.co.uk**

HERST AUSTIN ROWLEY

BOLOGNA • COLOGNE • LISBON • LONDON • MADRID • PARIS • PHILADELPHIA • WARSAW
Part of the Harrison Willis Group

Assistant Controller - France

Transportation Service Industry

Paris

c. 400,000 ff

Our client, with worldwide revenue in excess of \$3 billion, is recognised as being the market leader in the transportation service industry. The French subsidiary of this US based multinational has a \$200 million turnover and is the largest and most profitable in Europe. It is currently seeking an Assistant Controller. Reporting to the Controller - France, your responsibilities will include:

- Help manage the financial and accounting functions in accordance with US GAAP standards and local statutory requirements.
- Assist in the preparation, analysis and interpretation of financial information for utilisation by the relevant management.
- Involvement in the establishment and maintenance of integrated financial plans.
- Provide proactive support and expert advice on financial control accounting issues and policies.

Candidates will be qualified accountants and possibly on MBA with at least 5 years' PQE gained with US Multinationals. You will display outstanding potential for promotion either within the French entity, or the group as a whole. This role demands strong technical skills, a commercial approach and the ability to thrive in a fast moving challenging environment. Fluent English and French is essential.

Suitable candidates should forward their details to the advising Consultant, **Jonathan Kidd, at Harvey Nash Plc, 13 Bruton Street, London W1X 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032.)** Please quote reference number HNF154. You may also apply via http://taps.com/Harvey_Nash

HARVEY NASH PLC

FINANCIAL ACCOUNTANT

AMSTERDAM

c. NLG 87,000

The World's leading conference and exhibition group are looking for a hands-on Financial Accountant to help develop a pro-active and forward looking audit department. Initially involved in Group Statutory reporting and development of a smooth running year end audit process, the aim will be to set up a function that provides management information through the use of internal reviews and analysis.

There is a strong desire for a Big 6 qualified ACA with excellent technical knowledge of IAS and a working knowledge of Dutch GAAP (though not essential). Effective communication skills and a proven ability to 'make things happen'. Continued acquisitions also provides ample opportunity for interesting due diligence work. The role will be based at the centre of the group in Amsterdam with the possibility of travel.

For someone with energy and vision this role provides an opportunity to help develop an audit function within a dynamic and well managed multinational environment.

If you are interested in this opportunity, then please forward your CV to **Institute for International Research B.V. for the attention of Fiona Ellis, World Trade Center, Tower C, 3rd Floor, Strawinskylaan 335, NL-1077 XX Amsterdam, the Netherlands.**

FINANCING THE FUTURE

Exciting career development opportunities for experts in multi-million finance projects

The Private Finance Initiative is revolutionising the construction industry and, as always, AMEC is right at the forefront of events.

Projects awarded under the Initiative demand not just the construction but also the financing, operation and management of major public sector facilities with payments in the form of fees over a number of years through the terms of complex concession agreements. Opportunities in an increasing number of sectors are being pursued, from motorways and roads through to hospitals and, as a result, billions of investment capital will need to be raised in the coming years.

As beneficiaries of the UK's leading engineering and construction companies, AMEC has responded positively to this new approach to public procurement. We have formed a new company, AMEC Projects Investments Limited, which will oversee our involvement in PFI and other similar projects. Its role will be to evaluate opportunities, and where appropriate raise the necessary capital and manage the financial performance of the projects. As a result, outstanding career opportunities have now been created in the following areas:

MANAGER, PROJECT FINANCE

Responsible for all the financial aspects of specific projects, you will be involved in working with joint venture partners and external advisers to develop the financial plan, negotiate documentation with lenders and clients and monitor the financial performance of contracts.

You will require sound experience of structuring and closing finance for major projects both in the UK and overseas, a good understanding of the risk of pure cashflow driven, non-recourse projects and strong analytical skills, probably gained with a major bank or financial institution. Extensive travel in the UK and overseas will be involved.

FINANCE ANALYST

Providing a financial modelling service to project teams, you will play a key role in creating and validating packages using the most sophisticated and advanced software.

You will be expected quickly to assimilate project requirements and the application of the principles of PFI in order to provide accurate assessment of risk, and be capable of presenting your findings to colleagues.

Probably a graduate in Mathematics, Economics or Statistics, you will have a background in either banking or accountancy and be familiar with financial modelling using Lotus/Excel or a similar system. You will also require experience of equity, debt and taxation issues. Extensive travel will be involved.

Both of these positions are based in the North West and will offer a highly attractive salary and benefits package, negotiable according to experience. Relocation assistance will also be available. Career prospects with one of the country's largest engineering, construction and development groups are excellent.

If you would like to be involved in this exciting new era for the construction industry, write today with full CV and details of your current salary to: Stephanie Archer, AMEC p.l.c., Sandway House, Northwich, Cheshire CW8 2YA.

We are an equal opportunities employer

AMEC Project Investments

A member of the AMEC Group

EPL Technologies (Europe) Ltd.

Financial Controller

The Company: EPL Technologies (Europe) Ltd. is the European arm of an American and Europe. Presently the European division consists of two flexible packaging businesses in the UK. In the near future it is planned to expand the flexible packaging business into other European countries and to start indigenous operations in other related businesses.

The Role: The Financial Controller will report to the European Chief Executive Officer and will be responsible for effectively managing the accounting resources of the organization. In addition, the Financial Controller will be responsible for the business administration of the European companies and will need to ensure that all secretarial responsibilities are met. The successful candidate will have strong financial skills and must be capable of creating financial and business systems in a rapidly expanding business environment.

The Candidate: A qualified accountant with an MBA and at least three years managerial experience is required. It is essential that candidates are literate in the various types of computer systems and information technology required to operate the European subsidiary of an American company. Candidates must be able to demonstrate both a track record obtained within a highly competitive price sensitive industrial market and the ability to communicate with all levels of the organization. Working knowledge of another European language would be an advantage.

The Package: A salary of more than £35,000 per annum, expenses, car, private medical insurance and a contributory pension scheme are available to the ideal candidate. The location is Cheshire.

Interested applicants should write enclosing their full CV and current remuneration package to:

Derrick Lyon, DWL Associates Ltd., Nook House, off Cliff Lane, Acton Bridge, Cheshire CW8 3QP

fm
FACILITIES MANAGEMENT

Kodak Facilities Management is a leading outsourcing company in the field of professional office services. Founded 5 years ago, their growth and success has been exceptional. With an expected doubling in turnover over the next 3 years to £50m, they are now looking to recruit a professional

FINANCE MANAGER

Hemel Hempstead

Reporting to the Managing Director, you will be an integral part of the management team, shaping and directing the business over an interesting time in their development. Managing a team of 16, you will be responsible on a day-to-day basis for all the financial accounting systems and reporting. Your strategic input will be crucial in ensuring that the systems today will support the ever growing business needs and in interpreting the financial information to advise the management team on key commercial issues.

c.£45K + Car + Benefits

You must have strong communication skills, as part of your role is to enhance the financial awareness of business managers within KFM. This is an opportunity to be at the sharp end of a growing business. You will be a qualified accountant with at least 8 years post qualification experience, preferably with a service oriented, fast growing environment. We expect you to be computer literate and to be able to demonstrate well developed management skills. Equally important to KFM is your drive to get involved at all levels of the business and to want to add value.

Applicants should apply in writing, quoting ref: LH/KFM/EM and enclosing a full CV which indicates current salary, to Lorraine Horne, Mercuri Urval Limited, Spencer House, 28 Grove Hill Road, Hazare, Middlesex HA1 3RN. Tel: 0181 963 8466. Fax: 0181 961 1978.

Mercuri Urval

INTERNATIONAL AUDIT

Germany

Attractive Package

Our client is a FISE 100 global organisation of international renown with turnover in excess of £4 billion. With broad manufacturing interests worldwide, the Group has seen substantial growth throughout continental Europe and is fast expanding within Eastern Europe.

As part of a complete restructuring of its organisation and financial support process within the European headquarters in Germany, they are seeking two International Accountants to work within the new Internal Audit team.

The roles will be varied and will include business reviews, systems development and ad hoc projects as part of this integral, value added team. Candidates will be newly/recently qualified accountants (ACA/CIMA) aged between 24-32. Willing to accept extensive travel your diplomatic and flexible approach will influence change throughout the Group.

Fluency in German, coupled with drive and ambition will offer successful candidates advancement on a global basis. A competitive salary and benefits package will apply.



WARWICK MCINTOSH LTD • SEARCH AND SELECTION
EBC HOUSE, NEW ROAD, RICHMOND, SURREY TW9 2NA
TELEPHONE: 0181-940 4900 FACSIMILE: 0181-940 6524 OUT OF HOURS: 0181 943 0775

Financial Controller

up to £50,000

+ f/x Car/Benefits/Relocation

Shropshire/Thames Valley

MWA
MARTIN WARD ANDERSON
LONDON • WINDSOR

Our client is a multi-billion dollar US IT Company which provides new ways to apply technology to meet customer requirements. Their customer base includes large corporations, governments and other organisations throughout the world. As a world class organisation they deliver added value to their customers, work in partnership with them, and enhance every aspect of their clients' business.

The Company is continuing to experience significant growth in the UK, thus creating the need to recruit a senior finance professional to take full responsibility for all the financial matters involved in running a £200m plus per annum division.

As well as fulfilling what is "normally expected" from such a senior level appointment, the role includes the following additional requirements:

- Pro-active contribution to the Divisional financial performance and profit improvement plans
- Direct oversight of financial and commercial issues/exposures arising from a complex contractual environment including responsibility for specific reporting and profit share requirements
- Close involvement in the new business and strategic decision making process
- Identification and implementation of programmes to improve the financial performance and commercial operation of the Division
- A high level of direct senior customer contact
- Management of a highly qualified/experienced finance team located across several sites.

Suitable applicants will be qualified accountants, probably aged between 30 and 40, with significant commercial experience gained in a customer focused service industry. Personal qualities should include well developed interpersonal and communication skills combined with strong technical ability and leadership qualities.

Interested candidates should write to Renato Raho MBA, quoting reference number 32259, enclosing a curriculum vitae and details of current salary to: Martin Ward Anderson, Goswell House, 134 Peascoe Street, Windsor, Berkshire SL4 1DS.

CHINA

A joint-venture company, between a Chinese conglomerate and a European company, engaged in manufacture and distribution of cosmetics and personal care products is seeking a qualified and experienced

FINANCIAL CONTROLLER

to join its pioneering management team.

The Financial Controller will report directly to the General Manager and will be responsible for all financial and management accounting functions, including credit and collection, cashing, budgeting, taxation matters and EDP. Ability to provide accounting/costing information to the Group Manager for decision making is a must.

Preferred candidates are expected to be:

- over 30 years old
- University graduates in Accounting, with either MBA or CPA qualification
- possessing a minimum of 7 years of commercial accounting experience, 3 years of which at management level with a company, engaged in manufacturing and distribution.
- fluent in spoken and written English, Mandarin would be an advantage
- able to work in a culturally different environment
- able and patient to transmit knowledge to a staff with limited exposure to international standards of accounting
- a hands on manager, a good delegator

Applications in own handwriting stating in full qualifications as well as current and expected remuneration together with a recent photograph should be sent to

Mr. Stanley M. Spitzer, Director
80 Park Street
London W1Y 3HQ

KINGFISHER

Financial Analyst

to £50,000 + excellent package

London

MWA
MARTIN WARD ANDERSON
LONDON • WINDSOR

Kingfisher Plc is one of Europe's leading retail groups. With a turnover in excess of £5bn and increasing profits, it incorporates such names as B&Q, Woolworths, Superdrug and Comet, as well as Darty, the leading electrical retailer in France. The company is driven by a common commitment to meet changing customer needs more effectively than its competitors. This goal is being achieved strategically by developing a portfolio of strong retail brands with leading positions in attractive mass markets.

The central finance function supports both the group and operating companies, having significant input into the development of the businesses. Following an early internal promotion there is a need for an additional Financial Analyst. This role enjoys significant exposure to the Executive Directors of both the Plc and the operating companies.

The successful candidate will be a graduate qualified accountant with at least three years post-qualification experience, gained primarily in the retail sector. An additional qualification such as an MBA would be desirable, but not essential. You will need to command the respect of senior management quickly and should therefore be able to demonstrate strong interpersonal and communication skills. Excellent career prospects are available for the right candidate.

Key accountabilities include, but are not limited to:

- Review and analysis of operating company performance, identifying key issues.
- Monitoring the performance and major activities of key competitors.
- Review and analysis of budgets, plans and capital projects.
- Undertaking ad-hoc project work on key issues.
- Maintaining excellent working relations with operating companies, facilitating the exchange of ideas and identifying areas of cross fertilisation.

Please send a full CV quoting reference No. 31838 to David Graham or Richard Wright at Martin Ward Anderson, 20 Shorts Gardens, Covent Garden, London WC2E 9AU. Alternatively, telephone either of them on 0171 240 2233. All CV's submitted by third parties to Kingfisher Plc will be forwarded to Martin Ward Anderson.

CHARTERED ACCOUNTANT AND BUSINESS GRADUATE WITH SUBSTANTIAL INDUSTRIAL EXPERIENCE

requires a permanent Controllership or Operational Audit role based in London or South East England. Particularly interested to hear from organisations with Spanish or Latin-America links.

Write to Box A5683, Financial Times, One Southwark Bridge, London SE1 9HL

Les Echos
L'Économiste de France

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to target the French business world.

For information on rates and further details please telephone:
Toby Finden-Crofts on +44 171 873 3466

مكتبة العربي

Are we thinking alike?

The ultimate global business challenge

General Electric is a diversified technology, manufacturing and services company employing 222,000 people worldwide and generating revenues of more than \$70 billion. The thinking behind our business approach is consistent and distinctive. We set ourselves apparently impossible business targets - and then we beat them. Our flexibility means that we can do business successfully in any culture, in any part of the world. We detest bureaucracy and red tape. Wherever we go, whatever we do, we are universally acknowledged as phenomenal performers. Our fierce ambition is tempered by a dual commitment to quality and integrity in everything we do. How about you?

We are looking for exceptional business people who recognize a fast route to the top when they see it. Fast, but challenging. Here's the proposition. You join the GE Audit Staff, which is recognised by our own CEO, Jack Welch, as the proving ground for tomorrow's business leaders. Don't be misled by the "Audit" tag, because you don't necessarily have to be an accountant. Certainly you'll spend some time working with GE companies to ensure their financial integrity and compliance but, more importantly, you will also be driving forward strategic growth initiatives and helping to re-engineer key business processes. As a surprisingly early stage in your career, you will be making a decisive impact on the bottom line of a global corporation.

You will generally tackle three different assignments a year, and we mean different. The companies could be involved in anything from aero engines to light bulbs, or from credit card services to network broadcasting.



They could be based anywhere in the world. And they will be looking to drive change and help them to transform their businesses. While all this is going on, you will also benefit from the most sophisticated business training in the world. Permanently on assignment, travelling 100% of the time, the pressures and the challenges are significant. It's not unusual for auditors to be promoted into business leadership roles at a very early stage in their careers. And neither is it surprising when you look at the quality of the people we take into the team.

Disciplines are varied. What is certain is that you will have a superb academic record and two to five years' business or financial experience that has marked you out as an impressive talent. Your analytical skills and business vision will be matched by your permanent credibility and professional assurance combined in a team orientated environment; a team based solutions. You will relish the opportunities to work in diverse cultures and business arenas - and should be fluent in at least one other language (Asian or European) besides English.

If you think you have what it takes to be a GE business leader, post or fax your cv to the constantly advising on these appointments quoting ref 172, to Alderwick Consulting, 95 Renne Lane, London EC4A 3DF. Fax: (+44) 171 243 3560. For more information, call them on (+44) 171 242 9191 (weekdays) or (+44) 181 487 1408 (evenings & weekends). Please note: any applications sent directly to GE will be forwarded to Alderwick Consulting Limited.

*GE is an equal opportunity employer.
We're committed with the English company of a number of years.*

International Project Accountant

Ambitious Accountant to make impact across several continents Based East Midlands £35 - 40k + Car + Bonus

International Public Group with diversified interests requires a highly motivated, qualified Accountant to take a pro-active role in one of its important, fast expanding, strategic business operations. Already selling into the US from the UK and North Africa, it is now considering a site in Mexico.

- ### The Role
- In Mexico liaise with new local executive team to set up accounting systems and procedures in new manufacturing operation.
 - Ensure that all statutory and legal requirements are met. Establish working relationships with government authorities and professional advisors.
 - In North Africa liaise with local FD's to set up and establish a Financial Accounting centre of excellence to service several manufacturing sites.
 - In the UK, report to Division FD and develop relationship with American Business MD providing quality, profitability and pricing information.
- ### The Candidate
- Graduate, qualified Accountant preferably ACA with International experience. Age 30 - 35. Mobile. Working knowledge of second language preferably French or Spanish.
 - Technically excellent, computer literate with knowledge of implementing systems. Self motivated, commercially aware with excellent persuasive skills.
 - Ability to communicate effectively across all disciplines and adapt into different cultures.
 - Decision maker, able to think through problems with a pro-active, "can do" approach in offering solutions.
- Please apply in writing, enclosing full CV, quoting reference number LBA/304.



Metropolitan House, City Park Business Village, 20 Brindley Road, Manchester M16 9HQ. Tel: 0161 - 877 4439 Fax: 0161 - 877 6708.

ABB Lummus Global Limited Financial Controller

Surrey £ Market Rate + Bens

ABB is a \$34bn turnover international engineering group and was recently voted Europe's most admired company in a Financial Times survey.

ABB Lummus Global is the umbrella and lead in the UK for oil and gas projects on behalf of ABB. Its UK business holds a leading position in providing fully integrated engineering solutions to some of the most sophisticated companies in the world.

There currently exists a requirement to augment the Senior Management team with the appointment of a Financial Controller. Reporting to the Finance Director, and managing a team of ten, the appointee will be primarily responsible for the financial management of the various operations, treasury planning and management and ad-hoc analysis in support of the Finance and Managing Directors. In addition, the successful applicant will be a member of a small team contributing to the development of strategy through a commercial and practical approach.

The opportunity will appeal to commercially orientated qualified Chartered Accountant (aged 35-45) with the ability to manage change in a challenging environment. Applicants should have experience of operating at a senior level in an international multi-project business area, or possibly as a Senior Manager in 'public practice'. In addition the candidate should be a highly effective communicator, with the ability to generate, absorb and apply new ideas within this highly meritocratic organisation.

The remuneration package will reflect the seniority of the position and will include an attractive basic salary, bonus, normal executive benefits and the opportunity to develop a stimulating career within this high profile international group.

Interested applicants should write, in the strictest confidence, to Robert Walker or David Craig at Walker Hamill Executive Selection, forwarding a brief résumé quoting reference RW2546.



Business Auditors

Birmingham/London Package to Attract the Best

The Company

Cadbury Schweppes is a major global company in beverages and confectionery whose quality brands are enjoyed in over 190 countries around the world. In 1995 sales and trading profits were £4776 million and £600 million respectively, reflecting the momentum of this business. We are committed to growing profitability, volume and brand strength on a global basis.

The Roles

The task of Group Audit is to help improve business performance in the Group's companies right across Europe through a first class team of financial professionals. The role will be both challenging and diverse encompassing financial and operational audits, as well as special projects to discover problems and provide cost-effective solutions. The work demands considerable problem solving ability and commercial awareness and will include occasional secondments within the UK or overseas.

The Candidate

Strong communication skills, initiative, ambition and flexibility are important prerequisites. Candidates should also have a strong record of educational achievement. Fluency in another European language, preferably French or Spanish, experience is essential. In return, the company offers an outstanding package including attractive basic salary, company car, bonus and private health insurance.

Career Development

Group Audit acts as a springboard, offering the chance to see many of the Group's companies in operation, and to decide which is most likely to satisfy your longer term career aspirations.

Applications in writing with full c.v. to Tony Gleeson CA quoting ref 1967. Greenwell Gleeson Associates, 52 St. Paul's Square, Hockley, Birmingham B3 1QS



EUROPEAN FINANCIAL ACCOUNTANT - fluent german speaker to £30,000 + car + relocation Camberley

Periphonics Voice Processing Systems Limited is the European headquarters of Periphonics Corporation, the NASDAQ quoted, world leading supplier of interactive voice recognition systems. The Corporation has a world-wide turnover of \$100 million with Europe contributing \$8 million. European contribution is growing at 30% per annum and consequently the company has a specific requirement for a German speaking, qualified accountant.

The role encompasses the production of timely and accurate European financial accounts and the provision of meaningful management reviews of departmental budgets. You will also ensure compliance with various European statutory requirements and be involved in the development of management information systems and the integration of the German accounting system in order to maximise the benefits derived from IT. Although some European travel will be required, the position will be predominantly based at the Camberley office.

The successful candidate will be a qualified accountant fluent in German and able to liaise effectively with all levels of management. Additionally he or she will be energetic, innovative and able to make a valuable contribution in a successful and rapidly evolving company.

Please reply in confidence to our consultant Philip Macdonald quoting reference FT/FAM/6996.
Wade Macdonald Associates, Hedrich House, 14-16 Cross Street, Reading, Berkshire RG1 1SN.
Telephone: 0186 956 0600 Facsimile: 0186 958 3120 E-mail: wma@wademac.ac.uk

Wade Macdonald Associates
Financial Recruitment Specialists

Ashford, Kent

Brake Bros plc has an annualised group turnover of over £500m and is a leading food supplier to the catering industry. It is continuing to expand in the UK and France both organically and by acquisition.

The Finance Director of the principal trading subsidiary now needs a senior accountant for a technically demanding role managing the Group's central accounting function. Supported by a staff of 25, you will be responsible for controlling the Group's assets and liabilities, consolidated accounts and statutory reporting. There is an opportunity for involvement in tax and treasury and you will be expected to contribute to the financial strategy of the organisation.



c. £45,000 plus car and benefits

Candidates will be qualified accountants with a background in a respected professional firm and a minimum of 3 years' post qualification experience in a group accounting role. This position calls for first class technical skills plus management ability and the personal credibility to undertake a senior role within the business. You will be a good communicator and a team player. Career prospects within this large, successful business are excellent.

Interested candidates should send a comprehensive CV including salary details and daytime telephone number to Vivienne Hines, Deloitte & Touche Consulting Group, Stonecutter Court, 1 Stonecutter Street, London ECAA 4TR.



Appointments Advertising

appears in the UK edition every Monday, Wednesday & Thursday and in the International edition every Friday

For further information please call:
Robert Hunt on +44 0171 873 4095
or
Toby Finden-Crofts on + 44 0171 873 3539

FINANCIAL CONTROLLER

Surrey/Kent c£40,000 + Benefits

This is an opportunity for an ambitious, qualified accountant to head up the Finance Function of a newly established division of a listed company.

The Division is about to embark on a strategy of rapid expansion both organically and by acquisition. Candidates are likely to be in the age range 30-45, must have excellent computer skills and good commercial awareness.

Previous experience in the catering/distribution industries would be an advantage.

Please apply with full CV and current salary package to:-
Colin Copland, Financial Director,
The Global Group plc, Cranbrook House,
Redlands, Coulsdon, Surrey CR5 2HT

IT City Appointments

Global Derivatives OUTSTANDING IT DEVELOPERS

Previous financial markets experience desirable but not essential

Excellent salaries, bonuses & banking benefits

City

The Chase Manhattan Bank is the largest US bank and a leading supplier of creative financial solutions to issuers and investors world-wide. A key driver of our success is our business driven technology strategy based on a state-of-the-art Windows NT environment, which has allowed us to forge a position of global leadership in trading, pricing, analytics and risk management. To help us extend this leadership position, we now wish to appoint a small number of developers to our International Capital Markets group based in London.

The Role is...

- to offer technical solutions to our structured derivatives group in London which develops 'exotic' interest rate, equity, commodity and foreign exchange products.
- to rapidly analyse and assess new technologies and actively research new techniques and products as required.
- to support trading activities by analysing requirements for (and then designing, building, testing and documenting) effective systems and tools.
- to communicate effectively with our team of quantitative analysts as well as other trading and technology groups on a world-wide basis.

Candidates will...

- have gained a good degree in a numerate discipline.
- demonstrate the ability to work productively in a team and the communications skills to liaise effectively with business specialists at all levels.
- possess a minimum of one year's experience of a formal systems development environment, including exposure to the full development life cycle, and be able to demonstrate a recent history of disciplined coding in C, C++ or VB4.0.
- have experience in using a number of MS-Windows (3.1 or NT) based packages and development tools and offer reasonable spreadsheeting (preferably Excel) skills.

For more information, please contact Karen Higgins, quoting reference CHST11, on 0171 247 7444. Alternatively, please send your CV to McGregor Boyall Associates, 114 Middlesex Street, London E1 7JL. Fax: 0171 247 7475. email: khiggins@mcgregor-boyall.co.uk



Finance, Consulting and Technology

Excellent Package

Dynamic change and rapid response typify global financial services. As one of the most successful international investment banks, J.P. Morgan continues to stretch its leadership in the industry consistently initiating improvement within a dynamic framework of focused strategy and principles.

For J.P. Morgan's European Financial Division, the ability to deliver innovative and efficient business systems solutions is a key critical success factor. Within the division, the European Financial Information and Technology Management Team is empowered to manage all technology and infrastructure investments across the region. The rapidly changing European environment currently provides a number of exciting opportunities within this team for individuals with Project, Process or Business analysis experience who are keen to work on establishing the optimum use of technology.

London based

The ideal candidates will be:

- Exceptional graduates with three to five years experience in either Business Analysis or Management Consultancy.
- Able to demonstrate a technical orientation.
- Self starters with strong presentation and communication skills.

These are exciting opportunities for dynamic forward thinking candidates with a track record of achievement in either the Banking or Accounting sectors.

We look forward to hearing from you if you have the ability and the experience to make an impact and want to be part of a growing organisation in which talent is recognised and rewarded. Interested applicants should fax or send their cv and covering letter indicating current compensation package to Martin Phillips or Keith Jones at Robert Walters Associates, 10 Bedford Street, London WC2E 9HE. Tel: (0171 379 3333) Fax: (0171 304 4131). E-mail: martin.phillips@robertwalters.com

The closing date for applications is Wednesday 18th September 1996.

JPMorgan

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IT Appointments

NTT Europe



Creating, Designing, Establishing, and Organising a Global Network

NTT Europe is one of the affiliated companies of the Nippon Telegraph and Telephone Corporation (NTT), Japan's No 1 telecoms company and also one of the biggest telecoms companies in the world.

Located in London, NTT Europe's main task are to provide business solutions for its customers, gather information on European business strategies and act as a bridge between NTT Group and European businesses. NTT provides Intranet and other new corporate systems to meet our customers' communication and information needs.

PROJECT MANAGER

£30-40k + BONUS

Joining our Global Solutions Division, you will work with the sales team to provide IT solutions for our clients. It is essential that you have experience in telecommunications, IT and application software and package software with regards to LANs and WANs. You should also be able to manage vendors and control projects for our clients. Of particular importance will be your ability to integrate telecoms and IT systems.

SYSTEM ENGINEER

£20-30k + BONUS

Joining our Global Solutions Division, you will work with the sales team. You will design network systems for our customers with regards to Internet and Intranet systems using UNIX OS, Windows NT and Window 95 on Sun workstations, PCs with Ethernet and the CISCO routers. You should also have the ability to define customer requirements.

If you meet our requirements and would like to become part of NTT Europe, please forward your CV to Jean Rickard, NTT Europe, Level 19, City Tower, 50 Basinghall Street, London EC2V 5DE.

NTT Europe Limited

Tel: 0171 256 7151

Fax: 0171 256 7997

EUROPEAN SUPPORT ANALYST

£30k + CAR + EXCELLENT BENEFITS

READING

The hottest computer company on the planet? Well, that's what they call us at Silicon Graphics and with our leading edge 3D graphics and supercomputing technology, we're a key player across the world in high end, high technology for creative, industrial, scientific and corporate markets growing by 30% every year. Our European Field Logistics and Finance Systems team manages the enterprise resource planning systems for all our European offices, covering over 120 end users in 18 countries. We're developing the team and need an ambitious computing professional to provide applications support for these developing systems. Initially focusing on training, problem solving by telephone and testing and validating software you will move on to

'HOT TECH'

cover account management of specific offices, project management of system enhancements and application expertise in the Logistics/ Distribution modules and Oracle Manufacturing ERP system. This job will involve daily liaison with colleagues in Europe and the States and up to 25% travel. You will need an IS degree or a Maths/Science or Business Studies degree plus relevant post-graduate

studies, at least three years' experience as an analyst or senior end user and a good understanding of finance and accounting systems including the financial modules of an integrated business system. A self-starter who is equally comfortable working independently or as part of a team, you'll be capable of building effective relationships, rapidly analysing user problems and specifying technical solutions to IS specialists.

We offer an open management style, a young, informal culture and a great set of benefits. To find out more please send your CV to Cherry Mill, Human Resources Department, Silicon Graphics, 1530 Arlington Business Park, Theale, Reading, Berkshire RG7 4SB.



APPOINTMENTS WANTED

IT Training

Experienced I.T. trainer offers training on an hourly/daily/weekly basis at excellent rates on any of the following packages:

Microsoft Office/Professional/WordPerfect (DOS/Windows)/Lotus SmartSuite/Coreldraw/Aidus Pagemaker/Windows/Windows '95

Full telephone back up also available.

Call Robert Niel on 01322 663568 for an informal discussion.

FT IT Recruitment appears each Wednesday in the UK edition, and each Friday in the international edition

For more information on how to reach the top IT professionals in business call: Emma Lloyd +44 171 873 3779

For Banking, Finance & General Appointments please turn to pages 10-16

or contact:

**Robert Hunt +44 171 873 4153
Toby Finden-Crofts +44 171 873 3456
Andrew Skarzynski +44 171 873 4054**



Recruitment

Net.Works

The FT IT Recruitment section is also available all week on www.FT.com

مكتبات العرب

FT MANAGED FUNDS SERVICE

OFFSHORE AND OVERSEAS

BERMUDA (SIB RECOGNISED)

Table listing Bermuda funds including Bermuda Currency Fund, Bermuda Growth Fund, etc.

BERMUDA (REGULATED)**

Table listing Bermuda regulated funds including Bermuda Currency Fund, Bermuda Growth Fund, etc.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey funds including Guernsey Currency Fund, Guernsey Growth Fund, etc.

GUERNSEY (REGULATED)**

Table listing Guernsey regulated funds including Guernsey Currency Fund, Guernsey Growth Fund, etc.

M & G (Guernsey) Ltd

Table listing M & G funds including M & G Currency Fund, M & G Growth Fund, etc.

IRELAND (SIB RECOGNISED)

Table listing Ireland funds including Ireland Currency Fund, Ireland Growth Fund, etc.

IRELAND (REGULATED)**

Table listing Ireland regulated funds including Ireland Currency Fund, Ireland Growth Fund, etc.

GUERNSEY (SIB RECOGNISED)

Table listing Guernsey funds including Guernsey Currency Fund, Guernsey Growth Fund, etc.

GUERNSEY (REGULATED)**

Table listing Guernsey regulated funds including Guernsey Currency Fund, Guernsey Growth Fund, etc.

NET ASSET MANAGEMENT LTD - CONT.

Table listing Net Asset Management funds including Net Asset Growth Fund, Net Asset Income Fund, etc.

NET ASSET MANAGEMENT LTD - CONT.

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NET ASSET MANAGEMENT LTD - CONT.

Table listing Net Asset Management funds including Net Asset Growth Fund, Net Asset Income Fund, etc.

NET ASSET MANAGEMENT LTD - CONT.

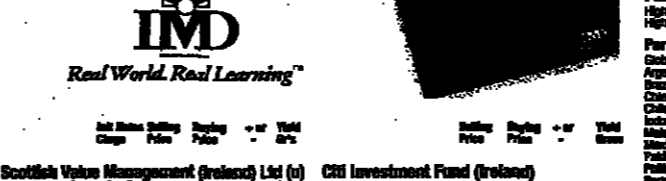
Table listing Net Asset Management funds including Net Asset Growth Fund, Net Asset Income Fund, etc.

NET ASSET MANAGEMENT LTD - CONT.

Table listing Net Asset Management funds including Net Asset Growth Fund, Net Asset Income Fund, etc.

IMD executive programs have one of the best PIE ratios. You might find it your best investment yet. Send for your Program Portfolio today.

IMD, International Institute for Management Development, 23 Ch. de Bellevue, PO Box 915, CH-1001 Lausanne, Switzerland. Tel: +41 21 618 03 42. Fax: +41 21 618 07 15. E-mail: info@imd.ch. Internet: hcp@www.imd.ch



ORD

Table listing various financial instruments and orders.

NET ASSET MANAGEMENT LTD - CONT.

Table listing Net Asset Management funds including Net Asset Growth Fund, Net Asset Income Fund, etc.

NET ASSET MANAGEMENT LTD - CONT.

Table listing Net Asset Management funds including Net Asset Growth Fund, Net Asset Income Fund, etc.

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NET ASSET MANAGEMENT LTD - CONT.

Table listing Net Asset Management funds including Net Asset Growth Fund, Net Asset Income Fund, etc.

Offshore Funds and Insurances

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (444 177) 873 4278 for more details.

LUXEMBOURG (SIB RECOGNISED)

Table listing various offshore funds and insurance products, including names like 'Alliance Capital', 'Mercury Asset Management', and 'Alliance Capital'. Columns include fund names, prices, and performance metrics.

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معلومات الاصل

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 633 4376 for more details.

Offshore Insurances and Other Funds

Main table containing fund names, prices, and performance metrics. Includes columns for fund name, price, and change. Funds listed include Alpha Fund Management Ltd, Credit Asset Management Corporation, FT Cityline Growth Fund Ltd, India Investment AG, Lloyd George Management, and many others.

THREE RELIABLE OFFICE WORKERS. £3.26 A DAY. RICOH MV310 Multifunction Machine. Freephone 0800 303050

OTHER OFFSHORE FUNDS

Table listing other offshore funds with columns for fund name, price, and change.

MANAGED FUNDS NOTES: Please refer to the notes on the back of the FT Cityline Unit Trust Prospectus for more details. The fund prices published in this section are based on the latest available information.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES, BANKS, MERCHANT, BANKS, RETAIL, BREWERIES, PUBS & REST

CHEMICALS - Cont, DISTRIBUTORS

ELECTRONIC & ELECTRICAL EQPT - Cont, ENGINEERING

EXTRACTIVE INDUSTRIES - Cont, FOOD PRODUCERS

HOUSEHOLD GOODS - Cont, INVESTMENT TRUSTS

INVESTMENT TRUSTS - Cont

BUILDING & CONSTRUCTION

DIVERSIFIED INDUSTRIALS, ELECTRICITY

ELECTRONIC & ELECTRICAL EQPT

FOOD PRODUCERS - Cont

INVESTMENT TRUSTS

INVESTMENT TRUSTS SPLIT CAPITAL

BUILDING MATS. & MERCHANTS, CHEMICALS

ENGINEERING, VEHICLES, GAS DISTRIBUTION, HEALTH CARE

ENGINEERING - Cont, EXTRACTIVE INDUSTRIES

HOUSEHOLD GOODS

INVESTMENT TRUSTS

INVESTMENT TRUSTS SPLIT CAPITAL

ORACLE The authority on a complete solution to effective company car finance and management. 0800 269895

مكتبة الراس

ENV TRUSTS SPLIT CAPITAL - Cont.

Table listing environmental trusts with columns for company name, share price, and other financial data.

LEISURE & HOTELS - Cont.

Table listing leisure and hotels companies with columns for company name, share price, and other financial data.

LIFE ASSURANCE

Table listing life assurance companies with columns for company name, share price, and other financial data.

MEDIA

Table listing media companies with columns for company name, share price, and other financial data.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for company name, share price, and other financial data.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for company name, share price, and other financial data.

PROPERTY

Table listing property companies with columns for company name, share price, and other financial data.

PROPERTY - Cont.

Table listing property companies (continued) with columns for company name, share price, and other financial data.

RETAILERS, FOOD

Table listing food retailers with columns for company name, share price, and other financial data.

RETAILERS, GENERAL

Table listing general retailers with columns for company name, share price, and other financial data.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for company name, share price, and other financial data.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for company name, share price, and other financial data.

TOBACCO

Table listing tobacco companies with columns for company name, share price, and other financial data.

TRANSPORT

Table listing transport companies with columns for company name, share price, and other financial data.

WATER

Table listing water companies with columns for company name, share price, and other financial data.

AIM - Cont.

Table listing companies on the Alternative Investment Market (AIM) with columns for company name, share price, and other financial data.

AMERICANS

Table listing American companies with columns for company name, share price, and other financial data.

CANADIANS

Table listing Canadian companies with columns for company name, share price, and other financial data.

SOUTH AFRICANS

Table listing South African companies with columns for company name, share price, and other financial data.

GUIDE TO LONDON SHARE SERVICE

Guide to London Share Service: Information regarding the service, including details on share prices, company focus reports, and contact information.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for company name, share price, and other financial data.

INVESTMENT COMPANIES

Table listing investment companies with columns for company name, share price, and other financial data.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for company name, share price, and other financial data.

OIL, INTEGRATED

Table listing integrated oil companies with columns for company name, share price, and other financial data.

OTHER FINANCIAL

Table listing other financial companies with columns for company name, share price, and other financial data.

LEISURE & HOTELS

Table listing leisure and hotels companies (repeated) with columns for company name, share price, and other financial data.

Advertisement for Stoves PLC featuring the text: 'FLEXIBILITY IS KEY TO OUR SUCCESS. THE WILLINGNESS OF OUR WORKFORCE TO EMBRACE NEW WAYS OF FLEXIBLE WORKING HAS BEEN INVALUABLE.' Includes contact information for John Crathorne, Chief Executive.

PROPERTY - Cont.

Table listing property companies (continued) with columns for company name, share price, and other financial data.

SUPPORT SERVICES

Table listing support services companies with columns for company name, share price, and other financial data.

AIM

Table listing companies on the Alternative Investment Market (AIM) (repeated) with columns for company name, share price, and other financial data.

LEISURE & HOTELS - Cont.

Table listing leisure and hotels companies (continued) with columns for company name, share price, and other financial data.

LIFE ASSURANCE

Table listing life assurance companies (repeated) with columns for company name, share price, and other financial data.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies (repeated) with columns for company name, share price, and other financial data.

PROPERTY - Cont.

Table listing property companies (continued) (repeated) with columns for company name, share price, and other financial data.

TELECOMMUNICATIONS

Table listing telecommunications companies (repeated) with columns for company name, share price, and other financial data.

TEXTILES & APPAREL

Table listing textiles and apparel companies (repeated) with columns for company name, share price, and other financial data.

LONDON STOCK EXCHANGE

MARKET REPORT

Footsie marches ahead to new record close

By Steve Thompson, UK Stock Market Editor
Not even some mildly disappointing inflation numbers for last month could put a dent in a UK equity market that staged a determined but ultimately unsuccessful attack on its all-time intra-day high.

individual underperformers across the market, it was a good day for share prices.
Wall Street gave another strong performance overnight, and made further rapid progress at the outset of trading yesterday afternoon, threatening to burst through the 5,800 level again and looking set to challenge its previous all-time closing high of 5,778.

record close. BTR rose sharply after the continuing restructuring of its businesses. On the downside, ICI suffered from a broker downgrade while T.L.G. formerly Thorn Lighting, fell heavily after a profits warning.
Dealers said the interim reporting season overall has generally come out better than many strategists had expected and that subsequent expected earnings updates would prove sufficient to drive Footsie through the 4,000 level, possibly in the short term.

firm note and never looked back, with the big institutions said by traders to have been pushing money into the market.
The August inflation details, provided only momentary unease for the market, while the day's economic news from the US, including producer price numbers and the usual weekly jobless figures, caused few problems to Wall Street. US jobless claims were higher on the week while producer prices rose a marginally higher than expected 0.3 per cent on the month.

ent rise. The Federal Open Market Committee meets on September 24 to discuss US monetary policy and some UK observers expect the Fed to lift rates by at least 25 basis points and possibly 50. "There is a feeling that Wall Street would be comfortable with 50 basis points on rates," said one dealer.
As always when the London market is on the upward path, there were plenty of takeover hints doing the rounds, notably in the banking and insurance sectors and especially the latter. Turnover at 6pm was 691m shares. Customer business on Wednesday was worth £1.57bn.

BZW cut knocks ICI

Chemicals leader ICI slipped back sharply in afternoon dealing as BZW, one of ICI's own brokers, turned cautious.
Mr Andrew Benson, chemicals analyst for BZW, declined to comment on the move but a spokesman for ICI said: "I gather that is the case."

also raised and are now in the region of £500m against previous estimates of £600m.
Mr Bob Bucknall at Mees-Pierson said: "We are now able to judge British Aerospace as a normal company after many years of restructuring. Good news flow should benefit the stock, civil orders are increasing and the strength of the oil price makes the Al Yamamah contract (paid for in oil) more comfortable."

representing about 5 per cent of the company's equity, at 115p a share by UBS. The company said that it was an ordinary transaction.
Caradon, the building materials group, advanced 25p to 245p, after better than expected interim results and comments about a more positive outlook for the second half of the year. Panmure Gordon was reported to have raised its 1996 profit forecast from £173m to £180m.

restructuring would go a long way to reviving the group's fortunes.
BTR also announced the sale of its Hawker Siddeley Electric Power Group to engineering group FKI for £125.5m. Shares in the latter rose 11p to 305p as the market showed its appreciation of the deal.
One analyst said: "This is a superb deal for FKI which not only gives it UK exposure in an industry they know well, but it will also enhance earnings per share."

Wolsey, the builders merchant, topped FT-SE 100 performance table, as the market focused on its exposure to US markets and a recovering UK housing sector.
Encouraging figures from Legal & General, particularly a 14 per cent hike in the dividend, saw the shares gain 15p to 74p.

leaked into the market but steadied later to close 5 down at 840 1/4p.
Surging oil prices set a positive background for shares in Shell Transport, but they were offset by a disappointing interim dividend. Shell's payout of 14.4p was at the low end of the range of forecasts and caused the shares to turn back from earlier highs.

also raised and are now in the region of £500m against previous estimates of £600m.
Mr Bob Bucknall at Mees-Pierson said: "We are now able to judge British Aerospace as a normal company after many years of restructuring. Good news flow should benefit the stock, civil orders are increasing and the strength of the oil price makes the Al Yamamah contract (paid for in oil) more comfortable."

representing about 5 per cent of the company's equity, at 115p a share by UBS. The company said that it was an ordinary transaction.
Caradon, the building materials group, advanced 25p to 245p, after better than expected interim results and comments about a more positive outlook for the second half of the year. Panmure Gordon was reported to have raised its 1996 profit forecast from £173m to £180m.

restructuring would go a long way to reviving the group's fortunes.
BTR also announced the sale of its Hawker Siddeley Electric Power Group to engineering group FKI for £125.5m. Shares in the latter rose 11p to 305p as the market showed its appreciation of the deal.
One analyst said: "This is a superb deal for FKI which not only gives it UK exposure in an industry they know well, but it will also enhance earnings per share."

Wolsey, the builders merchant, topped FT-SE 100 performance table, as the market focused on its exposure to US markets and a recovering UK housing sector.
Encouraging figures from Legal & General, particularly a 14 per cent hike in the dividend, saw the shares gain 15p to 74p.

group Promodès Interim Results 1996
FRF millions
Sales (trade volume) 49,383 47,522 + 3.9%
Earnings before interest, tax and extraordinary items 807 876 - 7.8%
Pre-tax income 825 724 +13.9%
Consolidated net income 383 365 + 5.1%
Net income excluding minority interests 317 288 +10.4%

FINANCIAL TIMES EQUITY INDICES
Sep 12 Sep 11 Sep 10 Sep 9 Sep 8 Sep 7 Sep 6 Sep 5 Sep 4 Sep 3 Sep 2 Sep 1
Ordinary Share 2893.3 2916.0 2891.2 2854.7 2811.2 2851.9 2885.2 2858.8 2858.8 2858.8 2858.8 2858.8

FT-SE 100
Sep 12 3982.6 +27.0
Sep 11 4432.3 +14.2
Sep 10 1083.4 +11.9
Sep 9 1941.90 +11.08
Sep 8 3.78 3.82

FT-SE 100 INDEX FUTURES (LIFES) £25 per full index point (AP)
Sep 12 3982.6 +27.0
Sep 11 4432.3 +14.2
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Sep 8 3.78 3.82

FT-SE 100 INDEX OPTION (LIFES) £10 per full index point
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Sep 11 4432.3 +14.2
Sep 10 1083.4 +11.9
Sep 9 1941.90 +11.08
Sep 8 3.78 3.82

FT GOLD MINES INDEX
Sep 12 2171.96
Sep 11 2171.96
Sep 10 2171.96
Sep 9 2171.96
Sep 8 2171.96
Sep 7 2171.96
Sep 6 2171.96
Sep 5 2171.96
Sep 4 2171.96
Sep 3 2171.96
Sep 2 2171.96
Sep 1 2171.96

Trading Volume
Major Stocks Yesterday
Company Name Change %
BP 1,200 +0.5
Shell 1,200 +0.5
ICI 1,200 +0.5

Private Finance Initiative
The Financial Times plans to Publish a Survey on
Private Finance Initiative
on Monday, September 30

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Polish Service Industries
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FT Surveys

FT Surveys

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FT Surveys

مكتبات العمل

Highs & Lows shown on a 52 week basis

WORLD STOCK MARKETS

EUROPE

Table of stock market data for Europe, including columns for country, stock name, and price.

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Rockwell Automation is leading technological innovation with more than 500,000 products for a broad spectrum of industries. Rockwell logo.

INDICES

Table of stock market indices, including columns for index name, date, and value.

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US INDICES

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Financial Times, London, Friday, September 13, 1996. Includes publication details and contact information.

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z'.

Advertisement for Hewlett-Packard with the slogan 'If the business decisions are yours, the computer system should be ours.' Includes the HP logo and website URL.

مكتبات الاموال

Continued on next page

Main financial data table containing NYSE and NASDAQ stock prices, organized into columns with headers for stock symbols, prices, and changes.

AMEX PRICES section containing American Stock Exchange market data, including various stock symbols and their corresponding prices.

ISDN DECT GSM PRODUCTS advertisement featuring a mobile phone and the slogan 'Your own development idea? Your production line is waiting.' Includes the XSYS logo.

ARTS

An expert manipulator of sound

Andrew Clark talks to British composer Colin Matthews about his new works

The first thing you notice when you walk into Colin Matthews's study is the group of portraits above his desk: Mahler, Schoenberg and Richard Strauss. Far from being overshadowed by such late Romantic giants, Matthews's creative landscape has been blossoming under their gaze.

splendid Fourth Sonata (1974), a brilliant scherzo for chamber ensemble entitled *Sans Danse* (1984-5) and the loud, violent *Broken Symmetry* (1989-9). The second disc, on Collins Classics, features four approachable works combining toughness and parody.

Matthews's output falls roughly into two styles - dark, Mahlerian lyricism on one hand, and an aggressive, fast-moving vein on the other, each a synthesis of early and late 20th century influences. His chamber and vocal works are more delicate and elusive. All are governed by an abstract, architectural rigour; and show him to be an expert manipulator of sound.

The savage energy of *Broken Symmetry*, his boldest work to date, took friends and admirers by surprise, because Matthews is by nature mild and even-tempered. Happiest when working within earshot of his family at home in south London, he describes *Broken Symmetry* as "music I had wanted to write for many years before I had the confidence to do so. I can't deny I've

written some black pieces, but I've never wanted to psycho-analyse myself to find out why." He admits, nevertheless, to being taken aback when *Broken Symmetry* was first performed. "I thought I'd gone over the top, that it was too brutal. Now I've assimilated it, I think I got the proportions right. But I can remember working with total equanimity on those forceful brass passages - I knew exactly the notes I needed, and I just calmly wrote the thing down. What one tends to forget is that, by adding *ff* and an accent to every note, you create a completely different atmosphere. I believe the way one composes must be as objective and abstract as possible."

As a result, his music can sometimes sound emotionally 'disengaged' - and Matthews refuses to give the listener any clues to its message. "I very much dislike it when a composer says his work is 'about' something and therefore you must devote to it. It's a dishonest way of composing. I'm not looking for



Matthews: dark Mahlerian lyricism on one hand and aggressive, fast-moving music on the other

any extra-musical message. I don't mind what the listener reads into it. I hope people do get emotionally involved, but I don't want to be the person who supplies the emotional peg." Although personally reticent,

Matthews is not shy of discussing the techniques he uses to generate musical energy. Renowned as a quick worker, he says he never plunges into the middle of a new piece, preferring instead to set up the architecture in advance. "A lot of the energy of *Broken Symmetry* came from the shape I had formed during the period of pre-composition, so it became a process of sheer slog to fulfil that architectural form."

Composers are often asked how they find their notes, and music of high energy requires a lot of them. Matthews says he has always been concerned not to write music which is energetic by running on the spot. "I want it to have harmonic movement, and one way of doing this is to relate everything to a long-term pedal point."

"From the harmonic material I've worked out in advance, I derive note-rows which are transposed against pedal points, generating huge sprays of notes. It's a sort of fractal process. You can use a very small cell to generate a large amount of related mate-

rial, which provides harmonic stability." He describes the new Cello Concerto as a contemplative piece, unlike anything he has done before. *Renaissance*, by contrast, is a kaleidoscope of styles, with *Broken Symmetry* at its heart. Matthews has separated brass and strings in the first two movements, to prepare for the stamina test which *Broken Symmetry* represents.

The fourth and final movement, for chorus and muted orchestra, is a complete contrast. "I've been very conscious that *Broken Symmetry* is something of a blockbuster to put in the middle, but I always said I thought of it as the scherzo of a megawork, and I think I've got the balance right."

The result, running to about 55 minutes, is the nearest to a symphony Matthews will allow himself. He has his sights on a long-term opera project, but after completing two large-scale orchestral works, he feels ready for a bit of stock-taking. He will not be idle for long. Matthews already spends much

of his time working for musical causes in the UK. A former amanuensis to Benjamin Britten, he is very much part of the Alderburgh scene, and has used his post as administrator of the Holst Foundation to set up NMC, a record label promoting the work of British composers (himself excluded). But is he not depressed by the current climate for new music?

"Yes, a lot. Sometimes I feel composers have no role whatsoever - if we withdrew our labour, nobody would notice, and quite a few people would give a cheer. One thinks of the reaction to Britten's piece at last year's Proms, when people seemed to be physically offended, and even questioned whether it was serious. That's probably the broad view of contemporary music."

Theatre at Salzburg/David Murray

Visual wit - and long silences

From the outset drama has been important for the Salzburg Festival.

The *Jedermann* ("Everyman") that Hofmannsthal wrote for it is still reverently performed every summer - indeed, that is the only Salzburg production that very many Austrians have seen, except on television. Many other famous stagings have been mounted there, of German classics and sometimes of Shakespeare, and many a new play from distinguished Austrian or German authors.

We foreigners tend to miss that side of the festival, except when an English-language troupe has been invited (such as the National Theatre's *Richard II* with Fiona Shaw this year). Hence the widespread belief that it was Peter Brook who first thought of doubling *Oberon*, *Thebes* and *Titania/Hippolyta*, when a superbly imaginative, faithful Salzburg staging of *Ein Sommernachtsstraum* had pre-empted him by a year or two.

I saw *Ein Sommernachtsstraum* again there last week. Again in the classic 19th-century Schlegel translation, which remains an exemplar of self-effacing clarity and sympathy (granted some inevitable simplification - German is too "pure" a language to enjoy the bastard riches of English, drawn promiscuously from both Teuton and Latin roots); but with Leander Hausmann's staging post-modernism had set in.

Much of his show was disarmingly funny. Beyond its patchy, scatty trappings, which looked like doctrinaire "poor theatre" in the yawning spaces of the Felsenreitschule, it revelled in eclectic visual jokes, and the Mechanicals got ripe Teutonic character-turns in Marx Bros style. It continued for more than three-and-a-half hours - like Robert Lepage's recent National Theatre production in a lake of mud; but without any matching gestures toward the "dark" vein of the comedy. The lovers soon became slapstick fools, the text a mere springboard for happy-go-lucky inventions.

I saw also Peter Stein's classy production of *Der Kirschgarten*, Chekhov's "Cherry Orchard", which is down for Edinburgh next year. Jutta Lampe's Madame Ranyevskaya (uncommonly youngish and sober, though in the party-act we suddenly saw how magnetic her public persona could be) leads a fine cast. So many details of their characters are winked out that the show again takes three-and-a-half hours, with a single interval while the set 3 party gets underway onstage, with an ethnic-Jewish hand and a host of supernumeraries. Nowadays Stein commands enviable budgets.

In the final act, when the luggage is packed and waiting (and a whole regiment of lumbermen is heard chopping down the orchard), Ranyevskaya suggests that everybody should sit down for a bit. There follows a still, interminable silence. We are plainly meant to reflect upon what the departure means to all these people, who in discreet ways keep acting away like mad; but after the first minute or so somebody behind me muttered "Zu viel!" and I silently agreed.

It is too much, so exquisitely self-conscious and starchy as to distance us fatally. Even the unhappy winner Lopakhin's aborted proposal to poor Varya (Daniel Friedrich and Dörte Lyssewski respectively) registered here as a farcical misfire, rather than a numb disaster. At the end, the old servant Firs (Branko Samarowski, prickly and semi-comatose at once) was allowed to make an indulgent mess of his departure scene. It was risky of the programme to reprint Chekhov's angry comment on Stanislavski's first staging of the play; that Act 4, which should have taken 12 minutes (Chekhov was pardonably exaggerating - it can't be played quite that fast), lasted an unparadoxically gloomy 40. So does Stein's! For all his bright illuminations of characters and dilemmas, this *Kirschgarten* remains a monumental, artfully carved replica rather than a live revelation.



Matthew Bourne's men-as-swans: an artful re-thinking of the old classic in rather less artful choreography

Jokes, shocks and a whiff of tragedy

Clement Crisp reviews Matthew Bourne's all-male production of Swan Lake

Last November, Matthew Bourne's re-working of *Swan Lake* was seen at Sadler's Wells. Because Bourne chose to up-date the story and - shock, horror - cast men as swans, the production was attended by lurid publicity about fronted traditionalists and a wailing and gnashing of teeth among the ballet public. What we saw then, and what we see now that the staging has come for a run to the Piccadilly Theatre, where it opened on Wednesday night, is an artful re-thinking of the old classic in choreography rather less artful.

Bourne has been busy over the past few years as a revisionist with his adventures in Motion Pictures troupe, turning *Nutcracker* and *La Sylphide* on their heads and seeing what falls out of their pockets. *Nutcracker* was successful; *La Sylphide* much less so. Bourne-as-producer far

outstripping Bourne-as-choreographer. *Swan Lake*, most popular of ballets and one which has been maulled by dozens of ham-fisted producers, was an inevitable choice for him. His re-imagining of the court scenes as a satiric exercise in sending up monarchy and its worst trappings of false reverence and hypocrisy, is broad, but in the light of recent events, apt enough. His Prince (Scott Ambler) seeks escape from dull duties, from dominant mother and malign secretary, and a swan intensely symbolises this freedom for him.

Where Bourne reaches his imaginative best as producer is in the most daring aspect of the staging - the casting of male dancers as swans. Swans are powerful, uncertain-tempered birds and the traditional view of legions of feathered girls is unlikely, albeit one dictated by balletic forces a hundred years ago. Bourne's men look like swans, with bare torsos, feathered breeches, and a black "V" of make-up on their brows. He does not move them well, and it is Adam Cooper as their leader (the *ci-devant* Odette) who persuades us of the emotional truth of the impersonation. Cooper, from the Royal Ballet, is a tremendous dance-actor, and as a vision of liberty for the hapless Prince he convinces utterly.

There is not, thanks to Bourne's controlled imagery and to Cooper's rare artistry, a homosexual relationship. The swans are oddly sexless, and when Cooper appears as the Black Swan at the third act ball - a brutish incarnation of erotic force - his activities are as blatantly heterosexual as they are destructive. Bourne's sense of the tragic, his response to Tchaikovsky's saturated emotionalism, is at its best in the final scene when the Prince has been driven to madness. (The resonances with MacMillan's *Mayerling*, which is itself an inversion of *Swan Lake*'s love-in-death theme, are loud and clear throughout.) The swans turn on the prince and on Cooper and kill them. Bourne makes for authentically tragic theatre here, reminding us of what all stagings of *Swan Lake* should be, and so rarely are.

INTERNATIONAL ARTS GUIDE listing events in Amsterdam, Athens, Belfast, Berlin, Brussels, Cologne, Frankfurt, Hamburg, Copenhagen, Dublin, Los Angeles, New York, Washington, and The Hague.

COMMENT & ANALYSIS

Philip Stephens

Art of the possible

Tony Blair is right not to make rash election promises, but will face hard decisions if Labour wins power in the UK



Occasionally, the obvious bears repetition. The most corrosive tension in politics is that between what is promised and what is achievable...

Mr Clinton still makes pledges. Far too many. But they are smaller promises. Incrementalism has replaced radicalism...

the start of the political conference season. Strip out the irritating soundbites (I am still not sure whether I want to live in a "young country")...

in government. It is a pity, for example, that more in his party have still not grasped the point that the best way to lever up the living standards of the poor is radically to improve educational opportunities...

Those who saw the state as an instrument of change have found it hardest to admit that many of the old levers of power no longer work

Most of gold looted by Nazis did not remain in Switzerland

From Mr Harold James. Sir, You are absolutely right to say ("Nazi gold", September 11) that the question of looted Nazi gold is "a moral question"...

course of the war. Though the Swiss argued rather speciously that they were obliged to take gold from another central bank because of the rules of the gold standard...

Germany, especially from Yugoslavia (right up to the German invasion), Romania, and Portugal, where the central bank in turn was used to make payments for imports of wolfram and industrial diamonds from Latin America...

Truly global language

From Sebain Hodson Pressinger. Sir, I have been a reader of your excellent newspaper for the past 15 years. It is truly one of the most important ambassadors of English, now the undisputed global language...

Head and shoulders above the others

From Mr Robert L. Payton. Sir, Joe Rogaly says in his article "Blair's White House envy" (September 7/8): "No thread of enduring principle can be discerned in Mr Clinton's track record..."

perhaps not always stylish, but often effective. If he manages to disable the Republican right we will indeed again have a chance to reform welfare responsibly...

Ideological conservatism. For one disenchanted neo-conservative, Clinton seems not rudderless but purposeful, not opportunistic but simply intelligent...

Too many Euro-myths about restrictions on motorcyclists

From Mr Neil Kinnock MEP. Sir, Mr David Delaney protests (Letters, September 11) against what he calls "European Commission proposals for a raft of new regulations" that would severely affect motorcyclists throughout the European Union...

Ministers. To set the record straight: there are no Commission proposals to introduce a driving ban on learners who do not pass their test within a two-year period...

Standard Institute-approved tinted visors. Of the remaining five examples one is correct - the Commission has proposed the reduction of the motorcycle noise limit to 78 decibels (A)...

the outcome of discussions in the relevant Ministers' Council. Those discussions are certainly not concluded. I'm sorry if the 35,000 motorcyclists rallying in Brussels against the European Commission's proposals had a wasted journey...

Advertisement for Austrian Airlines featuring the slogan 'The New Europe is our business' and listing 152 flights a week to various European cities like Amsterdam, Berlin, Rome, and Vienna.

Europa • Emma Bonino Time to fulfil a pledge

Aid is one area where steps could be taken to lift Europe's profile in global affairs



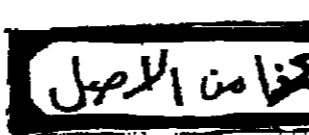
Emma Bonino: it is too long since the Petersburg pledge

The recent Iraqi crisis has again shown that when it comes to world affairs, the European Union has no independent existence in foreign policy terms. Think also of the crises in Rwanda and Burundi...

supports the idea of a WEU humanitarian taskforce that would provide "specialised logistic assets such as transport, engineering and communications". This, much, then, seems politically uncontroversial. A second objection to large military role for the WEU comes from relief workers...

Natural and man-made

The author is EU commissioner for humanitarian aid



FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700
Friday September 13 1996

Bosnia casts its vote

For anyone who took the Dayton peace accords at face value, tomorrow's election is the centrepiece of a huge international effort to remanage Bosnia. By now, indicted war criminals should have been arrested and sent to the Hague; refugees should have returned to rebuild their homes; and political parties should have been able to campaign on equal terms across the country, under the scrutiny of independent media.

In a free and fair election, the nationalist parties which led their communities into this disastrous war would surely be punished by them now. As it is, there is little chance of that. Many Serbs and Croats have been terrorised into believing they are only safe in their own state, defended by their own militia. In the Serb-controlled territory, indeed, the choice is effectively between the SDS and the allies of President Slobodan Milosevic of Serbia, whom many Serbs justly blame for starting the whole nationalist frenzy and then leaving them to suffer the consequences.

The British beef

The UK cabinet was forced yesterday to confront the results of its gross misjudging of the risk of BSE, or mad cow disease. By its bungled announcement earlier this year that the disease might possibly infect humans, its refusal to co-operate with EU procedures in the early summer, and its dithering about how many animals should be slaughtered, the government infuriated its European partners.

The UK's exporting opportunities would be severely limited by the collapse of consumers' confidence elsewhere in the EU. One reason for this is that only a small part of British exports consisted of prime grass-fed beef, which is free of the disease. The larger part was lower quality meat, much of it processed and from dairy cows, which are more suspect.

Polish promise

By calling for Poland to join the European Union by 2000, President Jacques Chirac of France has made a leap into the camp of EU members, hitherto dominated by Germany, that want enlargement to be as swift as possible.

Even this timetable takes it for granted that the EU's 15 members will solve their internal disputes about farming and the budget. With enough political will, it is possible and highly desirable that the process will be speeded up. But if they are to be convincing, advocates of such an acceleration need to give some indication of how big a political, and indeed economic, price they are prepared to pay.

A qualified success
Jim Kelly on the difficulties facing the leading accountancy firms which now dominate the market for big company audits

A change of auditor often produces significant cost savings for large companies in what has become a fiercely competitive market. But the decision last week by Smiths Industries, the UK aerospace and equipment maker, to move its audit reflects a growing trend among internationally-minded companies.



"In reality at a global level all other services are put out to tender," says a senior partner at a Big Six firm. "This is a fiercely competitive sector where we run into the other accountancy firms, merchant banks, big law practices and specialist consultancies."

OBSERVER

As we are aware - a policy statement declaring his new tolerance for hairiness. If he actually reaches the Oval Office - about as likely as bearded life being discovered on Mars - will facial hair become compulsory?

Hair-raising prospect

Will Ross Perot stop at nothing to improve his chances of moving next spring into the Executive Mansion? Having courted several fine-upstanding members of Congress to join him on the '96 presidential ticket, he's ended up with the deeply unimpressive Pat Choate. His new best buddy, soul-mate because of their shared antagonism towards trade treaties.

Risorgimeantwell

Italy today resembles nothing more closely than an endlessly hickering elderly couple - you think they can't possibly continue living together, but they know that, deep down, they're inseparable.

Doom and gloom

An extraordinarily dull annual report thumped on to Observer's desk yesterday. Nice glossy cover, but then 200 pages of turgid text with not a single photo to relieve the eye. Even its handful of tables were unimaginatively presented.

Digging around

Hands up if you like the name RTZ-CRA. Bob Wilson, chief executive of the world's biggest mining company, certainly doesn't.

Kohl-fired media

There are a number of ways to go to bed. One is to go to bed with a heavy heart, as Helmut Kohl did last night. Adenauer's funeral was the longest ever, but Kohl's character, his former chancellor, is already forgotten.

Blunt instrument

It is interesting to see that Clinton has managed to get a much better record of Bosnia. Clinton is a blunt instrument, but it was a wise choice.

Small text at the bottom of the page, possibly a footer or a note.

